



A STUDY TO ASSESS THE VALUE FOR MONEY AND IMPACT OF SELECTED GOVERNMENT PROGRAMMES ON SMALL HOLDER FARMERS

(Operation Wealth Creation - OWC, The Youth Livelihood Programme - YLP and The Community Agricultural Infrastructure Improvement Programme - CAIIP).



CARITAS UGANDA (CU) | THE UGANDA FARMERS' COMMON VOICE PLATFORM (UFCVP).

ACRONYMS

AfDB	African Development Bank
CAIIP	Community Agricultural Infrastructure Improvement Programme
CAPCA	Central Archdiocesan Province Caritas Association
CAO	Chief Administrative Officer
CDO	Community Development Officer
CIDI	Community Integrated Development Initiative
DANIDA	Danish International Development Agency
DCDO	District Community Development Officer
EADEN	Eastern Archdiocesan Development Network
FGD	Focus Group Discussion
ICG	Insights Consulting Group
IFAD	International Fund for Agriculture Development
IGA	Income Generating Activities
KII	Key Informant Interview
MAAIF	Ministry of Agriculture Animal Industry and Fisheries
MGLSD	Ministry of Gender Labour and Social Development
MFPED	Ministry of Finance Planning and Economic Development
NAADS	National Agricultural Advisory Services
OWC	Operation Wealth Creation
PDO	Programme Development Objectives
PPS	Probability Proportional to Size
SPSS	Statistical Package for Social Scientists
TORs	Terms of Reference
UGOPAP	Uganda Governance and Poverty Alleviation Programme
UPDF	Uganda Peoples Defense Forces
YLP	Youth Livelihood Programme
YIG	Youth Interest Groups

Acknowledgements

Insights Consulting Group Ltd would like to thank Caritas Uganda, Uganda Farmers' Common Voice Platform, the diverse group of individuals, government entities both at the local and national levels, development agencies and organizations who contributed to this study. We also thank the many individuals and entities whose research and other findings helped inform this work such as the Economic Policy Research Centre, Ministry of Gender, Labour and Social Development, African Development Bank, Ministry of Local Government, MAAIF, NAADS (OWC), IFAD and related agencies.

We also wish to thank the staff of Caritas Uganda for coordinating this assignment, their invaluable contributions in reviewing the draft and giving constructive comments that enabled the refinement of this study report. We cannot forget the members of the Uganda Farmers' Common Voice Platform who endeavored to attend the validation workshop and gave useful contributions.

To the entire research team we thank you for the job done in collecting the data in the different study sites around the country and producing this report.

Contents

ACRONYMS.....	2
Key Definitions	6
1. INTRODUCTION AND BACKGROUND	10
1.1. Introduction	10
1.2. Background to the study.....	10
1.3. Objectives of the Study	11
2.0. Overview of the Programmes	11
2.1. <i>Operation Wealth Creation (OWC)</i>	11
2.2. <i>Youth Livelihood Programme</i>	12
2.3. <i>Community Agricultural Infrastructure Improvement Programme</i>	13
3.0. APPROACH TO WORK AND METHODOLOGY EMPLOYED.....	15
3.1. Scope and Area of the study.....	16
3.2. Study population.....	16
3.3. Study Design.....	16
3.4. Sample size and selection	16
3.5 Data Collection Techniques	17
3.6. Data processing and management	17
3.7. Limitations	18
4. STUDY FINDINGS	19
4.1. <i>Socio demographic characteristics of the respondents</i>	19
4.2. <i>Performance of Programmes versus stated objectives</i>	20
4.2.1. Performance of Operation Wealth Creation	20
4.2.2. Performance of the Youth Livelihood Programme.....	24
4.2.3. Performance of CAIP Programme.....	27
4.4. Gender dynamics in the implementation of the programmes	35
4.5. Challenges in implementation of the programmes	37
4.5.1. Challenges in implementation of Operation Wealth Creation	37
4.5.2. Challenges in implementation of the Youth Livelihood Programme.....	38
4.5.3. Challenges in implementation of CAIP.....	39
4.6. Suggestions for improvement of the programmes.....	39

4.6.1. Beneficiary suggestions on how to improve Operation Wealth Creation.....	39
General Conclusions.....	40
Recommendations for Improvement of the Programmes.....	42
Appendix 1: Sampled study districts and sub-counties.....	45
Appendix 2: Summary of the various respondents reached and method used.....	46
Appendix 3: List of Key Persons interviewed.....	47
Appendix 4: References.....	48

Key Definitions

Value for Money¹ means 'the optimal use of resources to achieve intended outcomes' i.e. maximizing the impact of each shilling spent to improve people's lives and whether the expected development results justify the costs. The key ingredients of value for money are economy, efficiency, effectiveness.

¹ <https://www.nao.org.uk/successful-commissioning/general-principles/value-for-money/assessing-value-for-money/> Accessed on: July 02, 2016

Executive Summary

Caritas Uganda under the auspices of Uganda Farmers' Common Voice Platform commissioned this study with the objective of being able to assess the value for money and impact of selected Government of Uganda programmes; namely, Operation Wealth Creation (OWC), the Youth Livelihood Programme (YLP) and the Community Agricultural Infrastructure Improvement (CAIIP – phases 12&3) on small holder farmers. This report is a result of the data collected from the field from individual beneficiaries and implementers.

Methodology Employed

Three programmes (CAIIP, OWC, YLP) were considered for this assessment. Primary data was collected from 16 districts from a sample of respondents from each programme using individual household questionnaires (HHQs). In addition, focus group discussions were held with groups of women, youth and men to be able get information that would otherwise have been missed in the HHQs. Key informant interviews were conducted with a range of key persons with knowledge on the programmes in question. The collected information was also triangulated with information from secondary sources collected through document reviews.

Findings

All the three programmes are being implemented in the districts studied albeit with challenges. Operation wealth creation (OWC) has majorly concentrated on input distribution to farmers. 92% of respondents indicated that inputs like seeds had become easily available, while 75% indicated that they were easily accessible. Other components of OWC have not yet been actualized and there is little consultation done with the farmers which leads to wastage of resources. Coordination of agencies in OWC is still a challenge because of absence of a clear implementation framework underpinned by policy. Complaints of poor quality inputs, late delivery and poor beneficiary selection continue to affect the operation.

With regard to YLP, findings show that there is inadequate preparation of the youth in terms of training to be able to benefit from the programme. Even when they have accessed the money, little support is offered by the relevant actors to ensure that money is put to good use. 25% (n=130) of the youth interviewed indicated that they had received support from relevant actors to develop their enterprises on a quarterly basis while 43.8% had not received any at all. Repayment of the money from youth groups is very low (not encouraging) and some groups have disintegrated. There was hurried group formation conscripting individuals that probably did not have a common goal for purposes of accessing the money. Politics is equally affecting the programme as many have taken the money as a reward from the government (for votes) which should not be repaid.

On the other hand, findings show that CAIIP has had tremendous results especially on the component of agricultural infrastructure i.e. rural roads which both beneficiaries and funders/implementers acknowledge. The programme has been able to improve agricultural commodity farm gate prices because of easy accessibility by traders to buy the goods from the farmers. The opened up and rehabilitated rural access roads have created opportunities for poor households to market their produce and reduced their operational costs.

Women's participation in all the three programmes is still very low because of some traditional beliefs, power relations and their limited access to productive assets like land which are key especially in OWC and YLP.

Recommendations

1. Government should strengthen consultation and heed to the bottom-up planning approach so as to minimize wastage of resources. Government through NAADS secretariat should consult the people/beneficiaries on the ground (the communities, technical staff at districts and farmers' associations). This would help to avoid oversupply, undersupply and wastage of resources supplying inputs which will not be used.
2. Government should involve a wide range of stakeholders in policy formulation. The coming in force of OWC took many by surprise. For instance, coordination of the different units under the OWC is challenge as many are still struggling to understand what their role would be or whether their involvement would change anything that is already being implemented upon orders. Improvement of household incomes cannot be attained by mere orders without an institutional, legal and regulatory framework that underpins a given government programme. Involvement of key institutions in policy formulation fosters proper debate (on the pros & cons) and later implementation of such a policy is supported by all key stakeholders.
3. Government needs to come up with stringent measures to protect farmers from fake agricultural inputs supplied by businesses contracted by NAADS. Farmers have complained on wide scale of the poor quality of inputs supplied by government under the OWC. Thus, government needs to invest in testing technologies and certification of inputs to ensure that farmers get the right inputs.
4. Government needs to expedite the implementation of other components of agricultural productivity improvement under OWC such as value addition and water for production to minimize losses.
5. Civil society agencies should advocate for increased stakeholder involvement especially in policy development so that their voices are heard and their ideas are considered in the whole policy formulation process. This could be achieved through organizing policy dialogue sharing sessions to facilitate debate and evaluation of specific government policies with a view to making them robust and relevant to the target beneficiaries.
6. CSOs need to continue to create awareness on specific government programmes and sensitize the communities on how they can benefit from such programmes. This could be done through empowerment programmes that they implement in the communities to ensure target beneficiaries have the skills and knowledge to partake of a given government programme.
7. Training and skills development should be a must for any potential beneficiary of the YLP programme. This coupled with ongoing mentoring is better placed to deliver results.
8. There is a need to research untested business ideas as many youth went into businesses to which they had not done a thorough analysis of what it takes to make it viable neither did they receive sufficient guidance on business viability. For instance, some youth went into piggery but soon realized that the feeding costs were very high to make it profitable. Meaning there was no environmental scan carried out to understand where sources of food would come from and how much each pig would consume on a daily basis to calculate viability. This points to need to develop production guidelines for reference by the youth as they write their project proposals and those who appraise the proposals.
9. Government should identify credible training providers and mentors. Bringing on board credible business people to nurture the youth and twin them together is likely to ensure success. The youth will believe in seeing what this successful entrepreneur has been able to do especially if it is in line with their own business aspirations. Practical learning sessions rather than classroom based theory

is poised to offer best chances to the youth to succeed. There are very many youth that have been successful in their own right and are running successful businesses and these are best placed to mentor fellow youth.

10. Direct funds to already existing youth group business start-ups. Owing to the difficulties of managing group dynamics especially at formative stage, it is recommended that YLP funds be channeled to already existing groups without stringent requirements of composition. The requirements of 30% women should be dropped and fund groups on basis that they are youth and require funds to boost their business enterprise. Male or female groups should be funded without requiring the percentage element.
11. Use role models: There are some spectacular young people who have managed to create a business, market it and then watch it grow. These young people are well equipped to help other young people by being made role models for them and shown as benchmarks of what is possible. Exhibitions showcasing youth enterprise which, whilst inspiring and informing young people, will also allow potential investors an arena which fosters communication with young entrepreneurs. *The New Vision* paper is already doing a better job on this under the *Harvest Money* supplement. Inspiring stories are profiled for other youth to see.
12. Government needs to explore public-private partnerships with agencies that are better placed to reach target groups say through farmers associations and co-operatives. Funds could be channeled to the associations to help their members.
13. CSOs need to advocate for increased funding for youth programmes to ensure that the youth unemployment problem is addressed.

1. INTRODUCTION AND BACKGROUND

1.1. Introduction

This report documents the findings of a study commissioned by Caritas Uganda under the auspices of Uganda Farmers' Common Voice Platform to assess the value for money and impact of selected Government of Uganda programmes; namely, Operation Wealth Creation (OWC), the Youth Livelihood Programme (YLP) and the Community Agricultural Infrastructure Improvement (CAIIP) on small holder farmers. The findings provide critical information to support Caritas Uganda (as a stakeholder) in championing and coordinating its advocacy efforts with the government to ensure refinement and improvement of the programmes for the good of the intended beneficiaries especially the youth and women.

1.2. Background to the study

Agriculture has been and continues to be the most dominant and therefore the most significant sector to Uganda's economy.² This is evident in the contribution of the sector to the economy. For example, in FY 2012/13, the sector accounted for 25.3% of the country's GDP up from 24.7% in FY 2010/11. The contribution of the sector to GDP in FY 2013/14 using current prices was at 24.8%. It employs about 72% of the total labour force (including disguised labour), 77% of whom are women, and 63% are youth most of whom reside in the rural areas. Its contribution to total goods export earnings in 2012/13 was 40%.³

Despite the above pivotal role, the MAAIF's financial capacity to turn around the sector has steadily declined e.g. the share of the approved domestic agriculture budget to the total domestic budget declined from 3.8% in FY 2012/13 to 3.3% in FY 2013/14⁴ and even less in 2015/2016.⁵ This is despite government's commitment to the Comprehensive Africa Agriculture Development Programme (CAADP), 2003 and the recommitment to the same during the Malabo declaration to pursue a 6% average annual agricultural growth rate at the national level and the allocation of 10% of the national budget to the agricultural sector.

The current Ministry of Agriculture, Animal Industry and Fisheries, Agriculture Sector Strategic Plan, 2015/16-2019/20 lays out a number of goals, objectives and priority areas to turn around the sector but does not succinctly address the issue of agriculture financing given its importance.

Moreover, the Government of Uganda over the years has invested funds in a number of programmes aimed at improving access to finance for farmers and therefore the agriculture sector i.e. Agriculture Credit Facility, National Agriculture Advisory Services, Operation Wealth Creation, the Youth Livelihood Programmes and *Bonabagagawale* among others. These are sometimes brought about as directives, orders and political pronouncements as opposed to the "well thought out programmes and policies under the mainstream MAAIF". Under the circumstances, there have been mixed results from the implementation of the above programmes.

²Refer to the National Agriculture Policy of Uganda as at September, 2013, Pg. 2.

³Extracted from the National Development Plan II (NDP II).

⁴Ministry of Agriculture, Animal Industry and Fisheries, Agriculture Sector Strategic Plan, 2015/16-2019/20, Pg. 22.

⁵Refer to the budget speech, Financial Year 2014/15, Ministry of Finance and Economic Development, Uganda.

Upon the above background, and in an attempt to address the issue of agriculture financing, Caritas Uganda through the Uganda Farmers Common Voice Platform decided to undertake a review of aspects of selected programmes i.e. Operation Wealth Creation – OWC, the Youth Livelihood Programme - YLP and the Community Agricultural Infrastructure Improvement Programme - CAIIP and the policy and legal frameworks underpinning the same. This has been done with the major aim of assessing the value for money and establishing whether the intended beneficiaries (the farmers and the youth) are actually benefiting from the same.

1.3. Objectives of the Study

The overall objective of the study was to assess the value for money and impact of Operation Wealth Creation, the Youth Livelihood Programme and the Community Agricultural Infrastructure Improvement on small holder farmers. The study had five specific objectives, namely to;

1. Assess whether the programmes were being implemented and meeting their set targets as well as highlight the processes and procedures of accessing the same.
2. Undertake a comparative analysis with other countries to copy best practices.
3. Provide the gender dynamics entailing access, benefits and impact of the programmes.
4. Provide appropriate recommendations for improvement of the programmes, recommendation for efficiency and recommendations for different stakeholders.
5. Establish the factors that influence access and utilization of the programmes under review.

2.0. Overview of the Programmes

2.1. Operation Wealth Creation (OWC)

OWC was created in July 2013 by the president of Uganda against frustration and failure of the NAADS programme to deliver on its mandate as per an Act of Parliament 2001 that created it. NAADS had been indicted with corruption and misappropriation of funds, poor distribution of seedlings to farmers, and politicization of selection of beneficiaries. President Museveni decided to redesign the NAADS programme and started by deploying UPDF officers to Luweero and parts of Eastern Uganda on a pilot basis to carry out roles hitherto meant for NAADS. The outcome was that these military officers posted impressive results within just two years. Building on the success of that pilot operation in boosting agricultural production, in June 2014, President Museveni announced that the army would be entrusted with the role of transforming Agriculture. OWC focuses on the distribution of farm inputs like planting and breeding materials and provision of single spine extension services, and improvement of post-harvest handling storage and value addition to enhance household incomes, food security and agricultural transformation.

Currently, OWC is implemented throughout the country with UPDF officers deployed in every constituency to coordinate the execution of the president's directive. The UPDF structure under OWC has three levels: (i) *The National Structure* coordinated by General (Rtd) Caleb K. Akandwanaho- Salim Saleh Oriba, the senior Presidential Advisor on Defense and Security, as the Overall Commander, providing the oversight, coordination, planning, supervision, monitoring, evaluation and validation functions as well as liaising with ministries, agencies, and departments that are directly or indirectly support agricultural productions chains; (ii) *the Regional/Zonal Structure* headed by Zonal Coordinators who oversee the activities of the

constituency coordinators; (iii) *Constituency Structure* headed by Constituency Coordinators who together with other OWC officers work in close collaboration with the district local governments and the population to identify relevant enterprises at the household level and coordinate with line agencies and departments to ensure socio-economic transformation in the entire country.

The objectives of OWC are:-

- To mobilize the masses to engage in commercial agricultural activities to boost their household incomes;
- To distribute production inputs equitably and timely to boost production and productivity at household level;
- To facilitate rural technological upgrading to allow smallholder farmers to transform themselves into small-scale industrialists;
- To stimulate local and community enterprise development across the country; and
- To facilitate infrastructure development particularly in rural areas

2.2. Youth Livelihood Programme

Uganda faces high levels of youth unemployment (62 percent of 18-30 years in 2013) because of an inadequate supply of jobs, insufficient employable skills (i.e., youth skills are not compatible with available jobs) and high rates of labour force growth owing to its highly increasing population. To cope with this, GoU has launched different youth programmes in its quest to reduce poverty. These include the Northern Uganda Social Action Fund, which has been running since 2010, and Skilling Uganda, which works with private trainers, employers and graduates to encourage skills development. Also, in partnership with different banks, the government launched the Youth Venture Capital Fund in the financial year 2011/12 to lend money to viable start-ups. The latest is the Youth Livelihood Programme (YLP) which consists of a fund to provide youth with marketable vocational skills (G. Ahaibwe & I. Kasirye 2015).

Article 32 of the Constitution of the Republic of Uganda requires the state to address imbalances by taking affirmative action in favour of groups marginalized on the basis of age. The National Development Plan (2010/11-2014/15), "Growth, Employment and Social-Economic Transformation for Prosperity", the Social Development Investment Plan (SDIP) II of the Ministry of Gender Labour and Social Development (MGLSD) all aim at promoting employment among marginalized groups for social transformation. National Youth Policy 2001 that recognizes productive employment as a measure of ensuring effective participation of the youth in economic growth and development plus a host of other frameworks such as the National Employment Policy, the National Gender Policy, Decentralization Policy, the Uganda National Culture Policy, Basic Education Policy for Disadvantaged Groups, the National Child Labour Policy and National Policy for Persons with Disability.

The Youth Livelihood Programme (YLP) is a Rolling Government of Uganda Programme, targeting the poor and unemployed youth in all the districts in the country. The Youth Livelihoods Programme was started in the Financial Year 2013/2014 in all the 112 districts (including Kampala City) of the Republic of Uganda. YLP is a community demand-driven Programme, implemented under the Ministry of Gender, Labour and Social Development (MGLSD) with guidance from the Central Government and the Local Governments. The funds are advanced to the Youth Interest Groups (YIG) in form of a Revolving Fund in order to increase outreach and enhance sustainability of the Programme.⁶

⁶ MoGLSD (2013) Youth Livelihood Programme Document

The overall Programme Development Objective (PDO) of the YLP is to empower the target youths in Uganda to harness their socio-economic potential and increase self-employment opportunities and income levels. Its specific Objectives are:-

- To provide youth with marketable vocational skills and tool kits for self-employment and job creation,
- To provide financial support to enable the youth establish Income Generating Activities (IGAs).
- To provide the youth with entrepreneurship and life skills as an integral part of their livelihoods.
- To provide youth with relevant knowledge and information for attitudinal change (positive mind set change).

The YLP is financed initially from Government own resources, with a possibility of development partners' support in the future. The initial budget estimate for the Rolling Programme is Uganda Shillings **265** billion in the first 5 years. Funds under YLP support three Programme Components, namely Skills Development Fund (20%); Livelihoods Support Fund (70%) and; Institutional Support Fund (10%). *The Skills Development Component* supports the development of relevant livelihoods skills that create opportunities for self-employment among the youth by providing hands-on training for the youth in marketable trades identified by the youth and provide basic start-up tool kits for the youth who successfully complete the trainings. *The Livelihood Support Component* finances productive assets for income generating activities initiated by the youth, with all the beneficiaries under the Component expected to receive basic training in Entrepreneurship/Business skills and life skills and appropriate follow-up support by the relevant subject matter specialists. *The Institutional Support Component* is intended to improve the technical, administrative and managerial capacity of the key implementers of the Programme, and promote good governance at all levels of Programme implementation.

2.3. Community Agricultural Infrastructure Improvement Programme

Since 1997, the government of Uganda has used agricultural commercialisation as the stepping stone for fighting poverty in rural areas through the Plan for Modernisation of Agriculture(PMA) as part of the Government of Uganda's broader strategy of poverty eradication contained in the Poverty Eradication Action Plan (PEAP). The government reviewed the poverty eradication strategy with the aim of developing a comprehensive National development Plan (NDP) with the overall objective of achieving growth, employment and prosperity for all. In the NDP, agriculture is still a core sector for economic growth, food security, income enhancement and employment. The Community Agricultural Infrastructural Improvement Programme (CAIIP) is therefore a government of Uganda intervention designed to contribute to poverty reduction and economic growth in Uganda through enhanced commercialisation of agriculture. This is achieved through improvements in rural infrastructure including roads, rural markets, and agro-processing facilities. CAIIP is a project developed by the Government of Uganda in collaboration with partners including the African Development Bank–AfDB and the International Fund for Agricultural Development-IFAD following a review of Uganda's agriculture and rural sector in 2005 which identified a number of gaps including gaps in investment, in infrastructure for access to markets, infrastructure for agro-processing, and the management of environmental and natural resources. CAIIP was thus designed to overcome systemic bottlenecks by improving community agricultural infrastructure while creating a multiplier effect in terms of boosting farmers' incomes by raising farm gate prices, increasing the share of agricultural production that goes to market, and creating on-farm and off-farm employment.

Implemented in phases, there has since been CAIIP -1; CAIIP-2: and CAIIP-3. The goal of the Community Agricultural Infrastructural Improvement Programme (CAIIP) is to increase agricultural productivity and hence rural household incomes through investment in infrastructure. The project components include

- Support to rural road improvement.
- Support to Sub-county market structure improvement.
- Rural electrification of markets.
- Community mobilization and capacity building.

Table1: CAIIP total amounts by phase

Phase of the programme	Total amount (USD)	Period of Implementation	Total number districts covered
CAIIP 1	83.3 million	2007-2013	38 including newly created districts
CAIIP 2	68.3 million	2009-2014	37
CAIIP 3	71.5 million	2011-2016	31

CAIIP 3 operations commenced in 2011 and are running for a period of 5 years. Whereas CAIIP-1 and CAIIP-2 funded construction and rehabilitation of district roads and construction of produce stores and cold storage facilities, these items were dropped from the design of CAIIP-3 in favour of more targeted focus on key areas of rural vulnerability, notably, community access roads, markets and agro-processing facilities. CAIIP-2 and CAIIP-3 were designed to extend interventions to sub-counties and districts not previously covered by CAIIP-1 thereby ensuring the continued even and balanced roll-out of the programme across the entire rural space of Uganda. With the implementation of CAIIP-3, CAIIP has covered all regions in Uganda with the exception of Karamoja and some districts in the West Nile. There is a plan to have CAIIP-4 developed to follow CAIIP-3 and cover all remaining districts, consistent with the original concept of eventually covering the entire rural space of the country.

Table 2 below highlights the key requirements for each of the three programmes and how citizens can be able to access them.

Table 2: Summary of key requirements for accessing the programmes

Programme	Key requirements/implementation arrangements	Reference/guiding documents
Operation wealth Creation	Beneficiaries of the intervention are identified at the village level by the Respective sub-county local governments who screen and forward names including eligible veterans to the district team for consideration. The OWC Standing Orders of Procedure (SOP) have been drafted and adopted which spell out the criteria ⁷ and the different roles of the actors hence removing ambiguity that previously surrounded the entire process of accessing the programme with too many actors conflicting in their roles	SOPs
Youth Livelihood Programme	Selection of the youth to benefit under YLP should be done in a transparent manner, through community participatory mechanisms facilitated by the Sub-county CDO and ACDO at the community level. A Youth Selection Committee (YSC) composed of the Sub-	YLP programme document

⁷ See SOPs for Operation Wealth Creation p.18. The criteria depends on a specific enterprise that the beneficiary is interested in. It underscores availability of enough land and demonstrated readiness.

	<p>county Chief as Chairperson and; the Chair of the Sub-county Youth Council, Community Development Officer, LCI Chairperson and a prominent member of the community sit select the youth interest groups (YIGs) to benefit basing on factors such as present income sources, period out of employment and number of children. The YIGs are supposed to be facilitated by the CDO to identify potential enterprises, undertake viability assessments and generate suitable proposals which are forwarded to the Sub-county Technical Planning Committee (STPC) for consideration. The STPC appraises the proposals and forwards then to the Sub-county Executive Committee for endorsement, before submission to the District for approval.</p>	
<p>Community Agricultural Infrastructure Programme</p>	<p>There are different tiers in the implementation of CAIIP. The MoLG is the executing agency. At the district level, activities are carried out through existing structures such as sub-county and community level structures. Identification and selection of priority investments is done by the beneficiary communities. CAIIP selects and prioritizes the specific investment areas at implementation not at design. They are subjected to needs assessments and feasibility studies before design and implementation</p>	<p>CAIIP programme documents (Facts about the programme)</p>

BOX 1: Eligibility criteria for YLP

- a. The beneficiaries fall within the youth age bracket (18-30 years). Evidence may be sought through relevant documents (e.g. birth certificates, baptismal tickets and immunization cards, as applicable) or testimonies of peers, elders and opinion leaders within the communities where the youth ordinarily reside.
- b. All the members of the Youth Interest Group are bona fide residents of the location (village) under which the Project is being approved.
- c. All the Youth Interest Groups are transparently selected in a community participatory process based on the selection criteria set by the Programme.
- d. Evidence that the members of the Youth Interest Group fully participated in the identification and planning processes for the Project and group formulation shall be voluntary. There should be evidence that the enterprise selected has undergone adequate viability and sustainability analyses guided by the Technical Experts, with a clear Business Plan and Repayment Plan for the Revolving Fund.
- e. Evidence that the Enterprise selected has undergone the full generation process including appraisal and approval by the Sub-county and District Local Governments respectively, based on the Programme Guidelines.
- f. The enterprise must have a clear physical address/location. Where the enterprise requires land, the ownership and legal status of the land should be established through a valid land agreement/or land title.
- g. The enterprise should have a reasonable maturity period that permits re-payment of the Interest-free Revolving Fund within a time period of one (1) year. Service fee of 5% shall be levied on all repayments that exceed 1 year
- h. The enterprise has a good implementation and sustainability plan.
- i. At least eighty-percent (80%) of the budget for the enterprise should go into the core inputs of the enterprise as opposed to essential and non-core inputs and administration expenses.

3.0. APPROACH TO WORK AND METHODOLOGY EMPLOYED

3.1. Scope and Area of the study

The study was undertaken in selected districts representative of the four traditional regions of Uganda as indicated Appendix 1. In each of the districts, two sub-counties were randomly selected from which respondents comprising of small holder farmers, youth and women were selected and targeted to participate in the study through individual questionnaires administered by the study team.

3.2. Study population

These were youth, women and men who were selected on the basis of their participation in the three programmes. The inclusion criteria used was that the respondents should be direct programme beneficiaries who were resident in the selected districts and sub counties at the time of the assessment. Programme staff and other key informants were selected based on their role and knowledge of the programmes. These included technical staff of local governments, programme staff both in Central and local governments, youth/political leaders, District Coordinators/focal persons for the respective programmes, Community Development Officers, Sub-county Chiefs, Chief Administrative Officers, National Programme Facilitator CAIP, Agriculture Specialist - AfDB, the Crop Development Officer NAADS and Coordinators of OWC.

3.3. Study Design

This was a cross-sectional survey that employed triangulation of findings obtained from both primary and secondary sources. Data was collected from small holder farmers and youth beneficiaries in the programme areas through interviewer administered questionnaires. The study team also used observations and case study profiling to be able to assess the impact of the programmes on the target groups of women, men and youth. Multi-stage Probability Proportional to Size (PPS) sampling procedure was used to select the women, men and youth beneficiary respondents.

3.4. Sample size and selection

The study employed the Raosoft⁸ sampling technique. The technique is widely used to determine sample sizes from populations equal to or above 100,000.

The sample size was thus determined with the following equation:

Equation:
$$n = \frac{Z^2 Pq}{d^2}$$

Where; n = desired sample size when the entire survey population is greater than 100,000.

Z = standard normal deviation usually set at 1.96 which corresponds to 95% confidence level.

p = is the proportion of characteristic of interest in the population and in this case it is the probability that someone selected is a beneficiary of the three programmes under review; 50% is normally used because it is the recommended measure if there is lack of reasonable estimate.

$$q = 1.0 - p$$

⁸ More detail about this technique can be accessed from <http://www.raosoft.com/samplesize.html>

d =degree of accuracy desired; in this context set at 0.05.

Note that 0.5 is used for the value of “p” because we do not empirically know the proportion of the population that is benefiting from the three programmes.

Substituting in the figures in the equation $n = \frac{1.96^2 * 0.5(1.0 - 0.5)}{0.05^2} = 384$ households which will be the minimum sample size.

Given the wider geographical coverage of the study, the quantitative study sample was increased by 10% to give 426 respondents. The qualitative part of the study targeted 32 FGD respondents, 18 Key Informant Interview respondents, and 12 case study respondents to make a total of 488 respondents. The study targeted an equal representation of respondents by region, district and sub-county level. At the district level, two sub-counties were randomly sampled; while at the sub-county level household respondents were randomly selected for interviews. From one household used as a start, a walking pattern skipping at intervals of 3 households and interviewing the 4th household was used until the required sample was covered in each sub-county. For YLP respondents, the community development officers aided the team to reach the beneficiaries since they had lists. Under OWC and CAIP, the important part was to know that a given sub-county was benefitting from the programme from which individual households were randomly selected and interviewed.

3.5 Data Collection Techniques

The methods of data collection used included:

- (i) Individual/household interviews (using a HHQ) with smallholder farmers and youth beneficiaries. This helped in obtaining the quantitative data that is used in the report. However, other quasi-quantitative data was obtained from secondary sources.
- (ii) Key informant interviews (using a checklist) with respective program staff, youth groups/associations leaders, and district and sub county technical staff as well as political and administrative leaders.
- (iii) Focus group discussions (using a guide) with smallholder farmers and youth beneficiaries.
- (iv) Review of secondary data sources including relevant ministry documents, programme documents and other related sources (*see appendix 4 for references*)
- (v) Observation of aspects such as farming practices, agricultural enterprises, livelihood activities, and the state of community agricultural infrastructure such as bulking centers, markets and roads.

3.6. Data processing and management

Qualitative data was processed and analyzed using content and themes based on the study objectives. All field notes and FGDs were transcribed in English to form texts for each objective for analysis. A review of all transcripts to delineate aspects directly relevant to the study objectives was done. An Analysis plan was prepared for all the interviews/discussions conducted using the key quotations, insights, and explanations from the transcripts.

All filled questionnaires were entered using the SPSS. Frequencies and cross-tabulations were run to provide a summary of statistics relevant in description and interpretation of the findings as per study objectives.

3.7. Limitations

Voices of those who were not direct beneficiaries were not captured given the design of the study but key informant interviews helped to project views from the non-beneficiaries. There were also limitations on access to some of the vital information especially budgets and costs. Some of the targeted respondents (KIIs) blatantly declined the interviews from which relevant information would have been extracted for the purposes of this study. Nevertheless, the study team circumvented this challenge by conducting in-depth interviews with those who accepted and triangulated this information with secondary data sources.

4. STUDY FINDINGS

This section presents the socio-demographic characteristics of the respondents and the findings in relation to the three programmes (CAIP, YLP, and OWC) under review in line with the study objectives.

4.1. Socio demographic characteristics of the respondents

As per study design, respondents for the three programmes were selected from the four regions with an almost equal number being interviewed across the regions.

Table 3: Distribution of respondents by region and programme

Region	OWC		CAIP		YLP	
	Frequency	Percent	Frequency	Percent	Frequency	percent
<i>Central</i>	36	25%	34	24%	34	24%
<i>Eastern</i>	36	25%	36	26%	36	26%
<i>Western</i>	36	25%	36	26%	36	26%
<i>Northern</i>	36	25%	35	25%	35	25%

Also, the majority of the respondents were male across the three programmes as indicated below though more men than women were interviewed across the programmes. Much as the design of the programmes emphasized a gender equity component, there were more men than women accessing YLP and OWC.

Table 4: Distribution of respondents by gender and programme

Gender	OWC		CAIP		YLP	
	Frequency	Percent	Frequency	Percent	Frequency	percent
Male	92	64%	73	52%	100	74%
Female	52	36%	68	48%	35	26%

Table 5: Distribution of respondents by age and programme

Age in years	OWC		CAIP		YLP	
18- 20					9	6%
21-30	16	11.2%	21	15%	116	83%
31-40	36	25%	44	31%	15	11%
41-50	41	29%	34	24%	0	0%
51-60	23	16%	25	18%	0	0%
61-70	25	17.4%	15	11%	0	0%
71 and above	2	1.4%	2	1%	0	0%

From the table 5, the majority of those interviewed were mainly below 40 years of age. Since YLP by design caters for the youth, all the respondents for the programme were below the age of 35. Across the three programmes, the majority of the respondents were married with families and children as indicated the table 6 below.

Table 6: Distribution of respondents by marital status and programme

Marital status:	OWC		CAIP		YLP	
Single	5	3.5%	11	8%	32	24%
Married	129	89.6%	110	78%	102	76%
Widowed	7	4.9%	13	9%	0	0%
Separated/divorced	3	2.1%	7	5%	0	0%

Table 7: Distribution of respondents by education level and programme

Education Level:	OWC		CAIP		YLP	
<i>Primary school</i>	52	36.1%	61	43%	32	23%
<i>Secondary school</i>	60	41.7%	46	33%	73	52%
<i>College/University</i>	24	16.7%	16	11%	34	25%
<i>Never been to school</i>	8	5.6%	18	13%	0	0%

Majority of the respondents had some considerable level of education (secondary education). In fact 41.7% and 52% of the respondents under OWC and YLP respectively, had attained some level of secondary education. With such a level of education, it should be relatively easy for them to access information on the programmes and receive training aimed at transforming their lives.

Table 8: Distribution of respondents by occupation and programme

Occupation	OWC		CAIP		YLP	
<i>No occupation/unemployed</i>	5	3.5%	4	2.8%	4	2.9%
<i>Still a student</i>	13	9.0%	1	0.7%	11	7.9%
<i>Salaried employee</i>	93	64.6%	5	3.5%	12	8.6%
<i>Farmer/agriculture</i>	3	2.1%	86	61.0%	57	40.7%
<i>Casual laborer/physical work</i>	14	9.7%	6	4.3%	2	1.4%
<i>Businessman/businesswoman</i>	1	.7%	26	18.4%	27	19.3%
<i>Fishing</i>	4	2.8%	1	0.7%	2	1.4%
<i>Technician</i>	9	6.3%	4	2.8%	10	7.1%
<i>Services</i>	2	1.4%	8	5.7%	10	7.1%
<i>Other</i>					5	3.6%

Most of the beneficiaries of OWC who were interviewed were salaried earners (64.6%) including teachers and other professions, whose main occupation was not agriculture or farming. It is plausible to argue that probably this category of persons has information about the programme or meet the requirements for accessing the programme including having enough land and some money to pay casual labor to prepare land, plant, harvest or look after the animals. But also, this could explain why there are inefficiencies in utilization of agricultural inputs being supplied under OWC as the targets do not primarily depend on agriculture as their main source of income rather an added investment with little attention being paid to it. The very poor peasant farmer who depends on agriculture fully is apparently not benefiting from the programme.

4.2. Performance of Programmes versus stated objectives

One of the objectives of this study was to assess whether the programmes were meeting their set targets. The study team's findings on the above are presented per programme.

4.2.1. Performance of Operation Wealth Creation

Operation Wealth Creation's performance was measured against its key objectives mainly production input distribution, mobilization of the masses to engage in commercial agricultural activities, facilitating rural technological upgrading, stimulating local and community enterprise development, facilitating infrastructure development.

Input distribution

Overall, OWC has met some of the targets on specific inputs to farmers and sometimes exceeding the targets. By June 2015, NAADS had spent significant amounts of money on procurement of inputs for distribution to farmers as shown below.

Table 3.12: NAADS/OWC expenditures on inputs by 30th June 2015		
Item	Amount spent (Ug shs)	% of total expenditure
Bean seeds	7,546,425,680.00	7.19
Maize seeds	18,327,669,440.00	17.47
Mango seedlings	5,301,631,517.00	5.05
Coffee seedlings	6,524,172,000.00	6.22
Cattle	18,930,982,400.00	18.05
Ginger	607,806,000.00	0.58
Simsim seeds	172,578,731.00	0.16
Sunflower seeds	272,456,489.00	0.26
Sorghum seeds	233,009,600.00	0.22
Soyabean seeds	192,631,511.00	0.18
Groundnut seeds	174,080,874.00	0.17
Tea seedlings	16,399,921,116.00	15.63
Rice seeds	728,513,600.00	0.69
Banana Tissue culture	1,930,804,463.50	1.84
Citrus seedlings	10,189,512,902.60	9.71
Cocoa seedlings	719,340,000.00	0.69
Irish potato seedlings	872,432,086.00	0.83
Pineapple suckers	706,756,651.00	0.67
Solar water systems	198,213,600.00	0.19
Cassava cuttings	4,040,000,000.00	3.85
Goats	1,890,465,600.00	1.80
Poultry and feeds	2,131,897,957.00	2.03
Fish fingerlings and feeds	1,066,469,475.00	1.02
Pigs	955,691,836.00	0.91
Value addition equipment	3,792,446,450.00	3.62
Other commodities	120,948,999.90	0.12
Statutory audit associated with inpus	870,493,600.00	0.83
Total	104,897,352,579.00	100.00
<i>Source: Computed from NAADS Secretariat Contracts data base as of 30th June 2015</i>		

Adopted from the Agricultural Sector Annual Monitoring Report FY 2014/15

While OWC has performed well on input distribution, there is evidence that not all who require the inputs get them including the animals. An extract from the programme leaflet summary (below), shows that not all targets for inputs distribution for the FY 2014/15 were met for instance, sorghum, banana suckers and others.

Summary of Planting and Stocking Materials Distributed During FY 2014/15

Commodity	Unit Measure	Annual Target	Achievements
Seeds			
Maize seed	Ton	3,305.389	3,423.501
Bean Seed	Ton	2,500	784.43
Soya bean	Ton	87.1	51.009
Rice Seed	Ton	200	200
Simsim	Ton	27.28	27.28
Sunflower	Ton	17.5	17.5
Sorghum	Ton	137.2	97.2
Groundnuts	Ton	43.12	43.12
Vegetative/Planting Materials			
Coffee seedlings	Number	65,951,240	65,951,240
Orange seedlings	Number	2,941,414	1,731,408
Tea Seedlings	Number	103,943,817	82,863,589
Mango Seedlings	Number	1,125,595	420,078
Cassava cuttings	Bag	80,000	72,328
Banana suckers (Tissue cultured)	Number	762,803	525,850
Irish Potato seed	Number (Bag)	3,704	3,616
Cocoa Seedlings	Number	3,290,000	3,151,498
Ginger (Bags)	Number	665	100
Pineapple suckers	Number	3,000,000	2,642,521
Livestock			
Heifer cattle	Number	5,442	1,486
Pasture Seeds	Tons	26,667	
AI Kits	Number	50	
Beef Cattle	Number	390	
Kuroilers	Number	249,000	2,000
Poultry	Bird (Layer)		
Pigs (Gilts)	Number	1,503	393
Goats	Number	3,484	397
Fish	Unit	246	
Aplary	Unit	28	
Fertilizers & Chemicals			
Fertilizers (NPK 17:17:17 and NPK 17:5:5)	Ton	2.4	
Chemicals	Litre /packet		

Source: OWC summary leaflet produced by MAAIF 2015

Further, findings show that OWC has changed the dynamics of input distribution making them available and accessible to the communities. Respondents were asked to indicate if they felt that inputs had become easily available or accessible, 92% indicated that availability of improved seeds had improved while 75% said improved seeds were easily accessible to the farmers. This means that challenges still persist related to accessibility because not all who want the seeds actually get them. Accessibility is determined by factors such as land and interest among others as was noted by a key informant;

"Inputs are given to a farmer who has land and is interested. Sometimes knowledge and experience in a given input to be distributed is considered. For example, for maize the minimum

acreage for a farmer to be a beneficiary must be quarter an acre. Not least to say, some district officials do not adhere to this criteria” **Key Informant Interview, NAADS**

Table 9 below shows the level to which inputs are perceived to be available/accessible by the respondents.

Table 9: Availability and accessibility of agricultural production inputs									
<i>Are the following Agricultural inputs easily available?</i>	Yes	Percent	No	percent	Don't know	Percent	Total		
Improved seeds/planting materials	129	92%	7	5%	4	3%	140	100%	
Improved livestock breads	80	61%	42	32%	9	7%	131	100%	
improved fish farming technologies	33	28%	74	63%	11	9%	118	100%	
Improved beekeeping technologies	29	24%	81	68%	10	8%	120	100%	
Inorganic fertilizers	38	28%	88	66%	8	6%	134	100%	
pesticides/herbicides	37	35%	92	56%	7	9%	136	100%	
Farm equipment and tools	40	30%	88	66%	6	7%	134	100%	
<i>Are the following Agricultural inputs easily accessible?</i>									
	Yes	Percent	No	Percent	Don't know	Percent	Total		
Improved seeds are easily accessible	98	75%	25	19%	8	6%	131	100%	
improved livestock easily accessible	51	52%	40	40%	8	8%	99	100%	
Improved fish farming technologies easily accessible	24	31%	47	61%	6	8%	77	100%	
Improved beekeeping is easily accessible	21	27%	51	66%	5	7%	77	100%	
Inorganic fertilizers	27	35%	42	55%	8	10%	77	100%	
pesticides/herbicides	29	35%	46	56%	7	9%	82	100%	
Farm equipment and tools	32	38%	47	56%	5	6%	84	100%	

Input utilisation

The study inquired into the aspect of inputs utilisation to better understand OWCs performance beyond just input distribution. Findings revealed that not all the inputs that were distributed were put to good use. There is an apparent mismatch between distribution and actual utilisation of inputs which points to resource wastage and a lack of value for money. This is mainly due to lack of farmer preparation as a key informant observed;

“...farmers are not prepared to receive these inputs. It is very important that we prepare farmers well but we find ourselves distributing inputs to farmers who are not ready to receive them and have ended up not receiving outputs out of inputs distributed hence a setback on the programme”.

Key Informant Interview, NAADS

It was noted that in some instances, due diligence in the selection process of beneficiaries was not done and beneficiary interests were ignored. Thus, some beneficiaries were given animals without adequate preparation. For instance, a key informant in Ntungamo observed thus:

“We started in 2014 and whatever we have done has not had enough impact on the beneficiaries as we have just distributed pineapples around Itojo area, we have also distributed a few animals but some of them are dying due to negligence of farmers” **Key Informant Interview, Ntungamo**

Utilisation of inputs is heavily dependent on interest of the farmer in an enterprise. Some respondents felt that OWC was not providing them with choices and freedom to demand what they want. This was well illustrated during an interview with one of the key informants in Kabarole. He had this say:

“In Rubona, community members refused mango seedlings. NAADS/OWC people plan without consulting the people and the people said they no longer needed the seedlings. There were also cases where NAADS brought so many coffee seedlings and people almost refused to come and pick them from the district. Announcements and calls were made but people seemed not to be interested in the coffee. So delivering inputs without involving the people is like dumping on the part of government, yet money has been spent.” **Key Informant Interview, Kabarole**

Another respondent had this:

“The government has given us a lot of coffee and tea seedlings and we are kind of satisfied with that. OWC has done well with the crops but livestock distribution is not good at all. What is challenging is that we get a lot of coffee and tea but we lack good management practices I request that instead of the government to continue giving us coffee and tea seedlings it should give us fertilizers to improve on our soil fertility.” **FGD with women, Bitooma Sub-county, Bushenyi, June 2016**

The above also underscores the importance of extension services that have since vanished. The UPDF's mandate in OWC is not to give advice to farmers hence without extension workers there is a vacuum and a lack of clarity on who should provide the extension services to farmers.

Some of the indicators for monitoring of OWC⁹ are selectively applied to show programme performance leaving out indicators that track performance of the inputs and acreage established by the beneficiaries. In fact, data related to acreage of land opened and planted with seedlings being distributed is lacking neither is it easy to find statistics on amounts of crops produced in relation to the distributed inputs. There is need to build a strong monitoring and evaluation component in the OWC that be able to track progress on all the indicators.

Where poor beneficiary selection occurred and inputs were of poor quality or were delivered late past the planting seasons, there have not been good results posted. While it is plausible to say it is early days to evaluate the success of OWC, it remains important to see a correlation between the high numbers of inputs reported as distributed with increased production but also factoring in the per unit cost of input purchase and distribution.

4.2.2. Performance of the Youth Livelihood Programme

Financial support to the youth for Income Generating Activities

Under this objective, YLP has been able to provide financial support to enable the youth establish Income Generating Activities. As at February 2016 a number of youth groups had received funds of varying amounts to implement different enterprises in different districts of the country. Table 10 presents number of projects funded in the sampled districts and the total funds disbursed.

⁹ See Operation Wealth Creation SOPs Handbook p.15

Table 10: Youth Enterprises funded by district and by beneficiary category as at February 2016

DISTRICT	NUMBER OF ENTERPRISES	AMOUNT OF FUNDS RECEIVED	FEMALE	MALE	TOTAL BENEFICIERIES
KISORO	69	360,639,000	454	483	937
NTUGAMO	43	382,028,350	233	290	523
BUSHENYI	59	245,901,990	345	373	718
KABAROLE	115	494,691,356	618	859	1,477
MUKONO	50	449,168,500	298	338	636
MITYANA	59	374,032,207	331	410	741
MASAKA	33	262,189,495	197	213	410
LUWERO	71	460,462,600	376	500	876
KAMULI	126	761,957,483	727	868	1,595
MBALE	41	402,657,712	727	868	1,595
BULAMBULI	33	194,087,856	201	239	440
SOROTI	57	436,563,018	336	428	764
LIRA	46	369,666,500	263	350	613
KOLE	45	316,880,700	248	357	605
GULU	50	372,635,500	312	430	742
NEBBI	115	560,400,429	597	1,030	1,627
TOTAL	1,012	6,443,962,696	6,263	8,036	14,299

Source: Author's own computations from MOGLSD List of YLP funded projects as at February 2016

Attitudinal change among the youth

According to MoGLSD¹⁰, the majority of the projects funded under the YLP are in the agriculture sector (51.5%) which is a good indicator that the youth are embracing agriculture, a sector with potential to employ many of them. The apparent change in attitude towards agriculture among the youth if well harnessed could yield positive results in addressing the youth unemployment challenge.

Improved incomes of the youth

Beneficiaries of the youth livelihood programme were asked to indicate their monthly income. The results show that over 56% earned less than UGX 150,000 with approximately 42% earning above that figure. If we go by the standard average income measure of 1\$ a day, their incomes have not yet improved to desirable levels. Over 40% earn below UGX 100,000 which is still below the threshold of one dollar a day. If this is premised on the assumption that the earnings of the youth were at zero before the intervention then there is an improvement in their incomes.

¹⁰ MOGLSD – YLP progress @ 1 year document

Table 11: Respondents' monthly income in Uganda shillings

Income Bracket	Frequency	Valid Percent
No money	2	1.4%
1-50000	12	8.5%
50001-100000	43	30.5%
100001-150,000	25	17.7%
150001-200000	9	6.4%
200001-250000	28	19.9%
Above 250000	22	15.6%
Total	141	100.0%

The study team noted that there were a few youth enterprises reported as successful in the study districts amidst a sea of unsuccessful ones or those that were about to crumble. The implementation of the YLP is full of a mixture of successes and failures¹¹ making it difficult to conclude at this early stage whether there is value for money. In the circumstances, and given the youth unemployment challenge in the country, it is important to laud and recognise the good intention/gesture of government of considering such a package for the youth; but, note that much more needs to be done to ensure that the programme is reviewed and structured in way that removes opportunities for waste of resources. The youth also need to embrace such programmes with some level of seriousness as some have shown they have been able to benefit from the programme.

Box 2: Kasambya Youth Green Tea Traders Group in Bitooma Sub-county Bushenyi District

Kasambya Youth Group is engaged in buying garden green tea from tea farmers. Then, when it is ready they harvest and sell to tea factories. They started this business in 2013 with only 2,500,000 Uganda shillings from the Youth Livelihood Programme. The youth have found the business very lucrative and successful. They have been able to pay back the money and the business is still progressing. Since it was not easy for other businesses to generate money to pay back, after studying the green tea business and given their experience of the area they saw that they could get profit out of the business. At the start, they were able to buy only three green tea gardens but currently they have the capacity to buy over ten green tea gardens. Their business is worth ten million Uganda shillings. They credit their success to YLP and the availability of a ready market for tea.



¹¹ Responses are heavily dependent on who you ask or what document you read.

4.2.3. Performance of CAIIP Programme

85% of the respondents had heard about CAIIP in their areas and were aware of what the programme was doing. Given that the programme aimed at addressing the critical issues the rural folk face related to transportation and storage of their produce, there were limited cases of communities demanding for compensation for damage to their property whenever road works were being executed. They looked more at the benefit such an investment would bring to them than the short term damage/loss, as one key informant noted:

“So far we have done 12,000 km of community access roads, say from Cape Town to Cairo in this country, but no one has asked for compensation which is an indication that the community is willing to support the project.” **Key Informant Interview, National**

CAIIP has registered tremendous achievements¹² hence the reason it has had phases, and each with significant funding. The implementation of the projects in different sites of the country has spurred agricultural economic activity as was anticipated.



Photo credits: MOLG, CAIIP success stories – Farmers transport produce along sections of roads rehabilitated by CAIIP 3

According to CAIIP I Project completion report (2014) there are a number of achievements that the programme registered. These include:-

- Prices of staple food crops like Cassava, Maize, Milk and Bananas among others have increased as a result of increased accessibility to the farms by produce buyers. Reduced transportation costs
- Reduction of travel time of more than 50 percent from these rural areas to major towns within the project area,
- Reduction of post-harvest losses by approximately 20 percent because of improvements in the road network that enables farmers to sell their perishable produce such as milk, cabbages, tomatoes, pineapples, and water melons.
- Project interventions that led to the emergence of several rural growth/trade centres, and more permanent houses and new schools and health facilities have emerged in these areas.¹³

¹² CAIIP emerged as the best managed project in Africa for 2010 among projects funded in part by IFAD

¹³ CAIIP I project completion report (final) June 2014; MOLG: CAIIP - Stories from the field May 2016

In absence of aggregated data in relation to incomes accruing to farmers/beneficiaries as a result of CAIP, the study used anecdotal evidence from interviews with the beneficiaries of the programme and an analysis of the monthly income figures which respondents tendered during the individual questionnaires to arrive at conclusions. It was established that about 40% were earning monthly incomes above UGX 200,000 with the rest earning below that figure. Based on individual testimonies of some farmers it can be argued that CAIP's return on investment was a good one. This figure compares well with UGX 204,990 that was reported in the CAIP I programme results and impact brief.

CAIP employed a community demand approach that has made the programme more relevant to the communities addressing real life challenges related transportation and marketing of agricultural produce. Communities are consulted on whatever road, agro-processing plant or market that is going to be built. This augers well with pro-poor development approaches where the poor must be at the centre and their voices listened to in planning interventions aimed at lifting them out poverty. There were praises for CAIP despite the shortcomings as noted in the focus group discussions.

"In this district, CAIP was sent to the new sub-counties and that is how Bitooma came to benefit from it. It has really worked and I can say all the roads in our sub-county has been paved and pipes installed where necessary. They are even constructing for us a coffee processing machine so as a sub-county we are very happy with the work of CAIP" **FGD with women, Bitooma sub-county.**

Box 3: CAIP transforms lives of rural farmers through access to Market, schools and health centres in Western Uganda

For farmers in Mayanga sub-county in Mitooma District, western Uganda; CAIP-3 Project was the long awaited solution to their transportation problems. Before the CAIP-3, people used to transport their agricultural produce by bicycles or on their heads to markets in Mitooma town, Ntungamo and Rukungiri, several kilometers away. Transporting the matooke, beans and coffee meant crossing temporary bridges made of logs and going through swamps. According to Vincent Rugambwa, the Sub-county Chief and a farmer, bulk buyers especially for Matooke would deal with middle men to buy produce since they could not reach farms directly due to the non-motorable roads. This left farmers with no choice other than selling their produce at very low prices. A lot of produce was left to go to waste. The use of motorcycles and vehicles was rare and expensive. Access to social services, especially health centers such as Mitooma Health Centre IV, 19 kilometres away, was difficult. People would improvise by carrying very ill patients and pregnant mothers on locally made wooden beds, known as *ebigagara*, hoisted on shoulders all the way to hospitals. A number of schools were inaccessible especially during the rainy season when swamps would get flooded. As a result, many children missed classes. With support from CAIP-3, the 11.3 kilometre community access road connecting Mayanga-Mutaka-Nyakahita-Rwamujura parishes was rehabilitated in January 2014. The road serves a population of about 12,000 people. As a result, demand for agricultural products increased leading to increase in farmers' incomes. Farm gate prices for instance prices for matooke increased from UGX12,000 - 20,000 per bunch in off peak season and from UGX 5,000 - 10,000 during peak season. Prices of beans increased from UGX 1250 - 2500 per Kilogramme. Due to increased incomes, farmers started building permanent and semi-permanent housing structures along the rehabilitated access roads hence improving people's living conditions.





A section of the road in Bitooma repaired under CAIP that was hitherto impassable

The programme has rehabilitated 3289 km of all-weather rural community access roads, over 538 km of district feeder roads, established 74 rural agricultural markets, and is currently installing 123 units of assorted agro-processing and storage equipment. These include 14 coffee hullers, 39 maize mills, 33 rice hullers, and 37 milk coolers.¹⁴

¹⁴ MoLG (2014) Community Agricultural Infrastructure Improvement Programme – Project I Completion Report



A Coffee huller under construction in Bitooma Sub-county, Bushenyi

While the rehabilitation of feeder roads brought immediate benefits, the components of agro-processing and storage equipment as well as establishment of agricultural markets have not yet yielded the expected benefits because of a number of challenges related to politics as demonstrated by a key informant who had this to say:

“The intention of the agro-processing component was to demonstrate that value addition is possible however this has been politicized. Once it is given to private owners they use it without maintenance expecting government to come in and repair the machines which finally die off at the end of the day. Sometimes the politicians like the chairman LCIII prefers the brother or other close relative to be given these machines and in doing so it loses the purpose since this relative would look at it as a political favor and little attention is taken to ensure it is repaired.” **Key Informant Interview, National**

In spite of the achievements, CAIP component of construction and electrification of rural markets was reported to have been unsuccessful and no value for money achieved. There were many reasons as to why this happened as one key informant noted.

“The government delayed to allocate people to manage the markets and, in some places, they have not been able to appoint responsible managers. As a result, no electricity has been installed in the markets because there are no people to manage it. Where all the installations have been done, people wait for more than six months to get a politician to commission the project. As such, many of the market constructions have turned out to be ‘white elephants’ achieving no value for money. Some agro-processing plants have not been assembled despite having been procured because of politics and lack of credible managers” **Key Informant Interview, National**

“For some projects appraisal was not properly done and some facilities like the rice hullers were being underutilized due to insufficient supply of rice; some projects were initiated where there was no power connection. Some projects like the metal works for Namasagali Sub-county was transferred to Kamuli Town Council. Some projects like the Milk cooler in Buyende district, formally

under Kamuli District are doing very well. The project was placed in a thriving cattle corridor” Key Informant Interview, Kamuli



A disused milk cooler house in Rugarama, Ntungamo



A disused market stall constructed in Ntunda sub-county, Mukono

4.3. Training and skills development

One of the components that OWC and YLP share relates to training and skills development geared towards ensuring that the beneficiaries use well the resources given to them. Thus, respondents were asked if they had received any training, its duration and quality. Results in table 12 show responses from beneficiaries of OWC. Some training was done for some enterprises like crop production and livestock production.

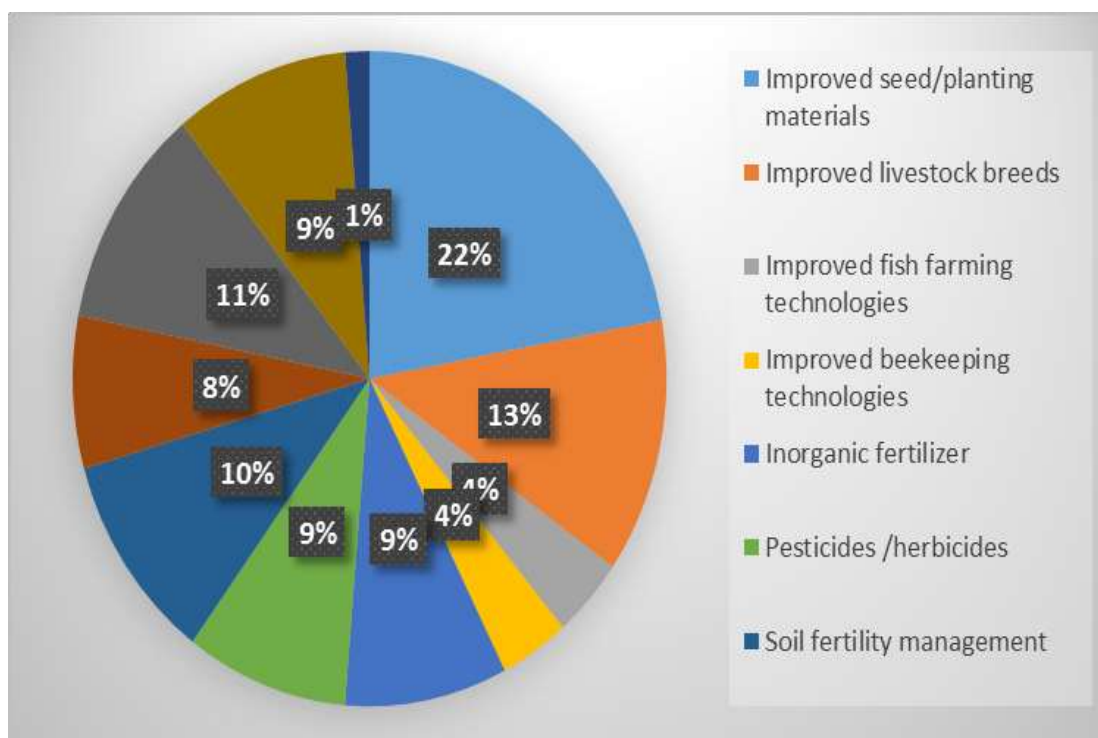
Table 12: Training received by OWC beneficiaries

	N	Percent
ENTERPRISE SPECIFIC TRAINING		
Improved crop production	99	13.5%
Improved livestock production	66	9.0%
Ever received improved fish farming	29	4.0%
Have you ever received improved beekeeping	26	3.5%
Have you ever received market information on crops	36	4.9%
Ever received market information on livestock	26	3.5%
Ever received market information relating to fish farming	19	2.6%
Received market information relating to fish farming	13	1.8%
Ever received market information relating to beekeeping	20	2.7%
Ever received information on post-harvest handling	50	6.8%
GROUP CAPACITY BUILDING		
Ever received capacity building on group dynamics	51	7.0%
Ever received capacity building on planning	36	4.9%
Ever received capacity building on group leadership skills	37	5.0%
Ever received capacity building on entrepreneurship development skills	40	5.5%
ever received capacity building on M&E	42	5.7%
CROSSCUTTING THEMES		
Ever received training on Environmental management	36	4.9%
Ever received training on conflict resolution	37	5.0%
Ever on gender in group development and agricultural production	40	5.5%
Ever received training on HIV/AIDS in group development and agricultural production	30	4.1%
Total	733	100.0%

NB> Total sample is 733 due to multiple responses

With training and skills development, there is adoption of new technologies to improve household output and income which is a key component of the OWC. Chart 1 below shows that 22% had adopted improved seed and planting materials.

Agricultural technologies/practices adopted as a result of participating in the OWC



Agricultural practices adopted as a result of participation in OWC

Under YLP, findings show that while beneficiaries were supposed to receive basic training in entrepreneurship, business skills, life skills and appropriate follow-up support by the relevant subject matter specialists, less of it happened. There was a lack of adequate training and preparation of the youth to receive the funds meant to uplift their enterprises. Thus, some youth groups lacked the skills to manage and put resources into profitable ventures. Indeed, some shared the money as soon as they received it and disintegrated. There were cases that were reported of youth going into hiding when asked to repay the funds which corroborates information in the press.¹⁵ For instance, the case of Nyakitojo Youth Dairy project¹⁶ in Kabarole that was brought to the attention of the study team, and similar others reported elsewhere nationally. A key informant observed thus;

“Everyone is looking for how to survive as soon as they get the money that group is gone. People are not paying attention to the projects but to the money and that is why they are collapsing” **Key Informant Interview, Kabarole**

¹⁵ http://www.newvision.co.ug/new_vision/news/1411203/youth-undertake-agriculture-projects-youth-livelihood-programme

<http://www.monitor.co.ug/News/National/Youth-fail-to-repay-livelihood-programme-funds/-/688334/2988612/-/ve6sa/-/index.html>

¹⁶ The chairperson of the group instead of buying the cows with the 9 million obtained from the YLP disappeared with the money and has been traced. He has been forced to repay the money.

Such cases were more common where the selected groups were those that were hurriedly formed in order to access the funds without a common development goal/objective. Of the 144 youth beneficiaries that were interviewed during this study, 72.4% said they had been sensitized about the programme mainly by the CDO/ACDO. Upon further inquiry though, many received one day orientations conducted by the DCDO on YLP which cannot be taken to embody a well-crafted training curriculum covering topics such as business, leadership, record keeping, etc. The lack of breadth and depth of the training has affected the YLP. It is vital that the support offered is of a good quality, and from people who can offer valuable and realistic mentoring. YLP relies heavily on CDOs many of whom have no practical skills running a business let alone setting up one. This ineptitude, coupled with their inability (due to finances and other constraints) to constantly visit and support the youth breeds ground for mistakes and misuse of funds. For instance, 43.8% of the YLP respondents indicated that since they received the funds, they had not received any specialist support from the district/sub-county technical staff regarding their project in the past one year. The lack of training is also attributed to the lack of resources as one key informant noted;

“The program only allocates 10% to offer the training but overall there is lack of time and money to deliver effective training. So YLP never wanted to invest in software so that it is different from the NAADS which is not working because we need both the soft and the hardwares if success is to be achieved at the community level” KII, Kabarole

Table 13: YLP group specialist support from district/sub-county in past one year

	Frequency	Percent
At least weekly	4	3.1%
At least monthly	11	8.5%
At least quarterly	33	25.4%
Just once or twice	25	19.2%
Have not met in the past	57	43.8%
Total	130	100%

While DCDO’s indicated that they were expected to follow up and monitor the projects on quarterly basis, only 25.4% of the respondents had received this support. Many of the field coordinators/focal persons interviewed during this study indicated that the insufficient amounts allocated in the district and

sub-county budgets for monitoring and follow up of the youth projects could partly explain this scenario.

Elsewhere, for example, in Zambia¹⁷ where a similar YLP focusing on street urban youth was implemented and considered a success, there was a deliberate training of the youth before they could be able to access the funds. But equally, the youth were assured of continued support and mentorship from youth workers which gave them motivation to stay on course. Money was not given to the group but individuals within the group who guaranteed each other’s repayment. The component of mentorship is crucial as research has shown that there is a positive relationship between business assistance and sustainability of business among the young people¹⁸. Those who receive business development services support in terms of mentoring, networks and advisory services are likely to grow their business over time.

¹⁷ <https://www.microfinancegateway.org/library/youth-skills-enterprise-initiative-zambian-case-study-micro-enterprise-and-micro-credit>

¹⁸ Ulrich Schoof (2006) Stimulating Youth Entrepreneurship: Barriers and incentives to enterprise start-ups by young people. International Labour Office, Geneva

Box 4: The Case of Youth Skills Enterprise Initiative in Lusaka, Zambia

YSEI was designed to support youth through training, business management, credit and help with business expansion. Four overarching program elements formed the foundation of this program: (i) Accompaniment, (ii) Skills Training, (iii) Credit and Savings, (iv) Peer Support Networking. Accompaniment means that youth workers support participants while they establish their business within the larger context of their life. In the YSEI program was included an 8-session course (25 hours suggested), which was designed to help youth develop a viable business plan for a street-enterprise initiative prior to loan distribution. Three complementary 3-hour sessions each were included and they were aimed at examining closely their financial plan and the loan component of the model. Overall the Skills Training was designed to empower youth to develop the skills to set up a business. YSEI program facilitated small self-selected 'peer teams'. These teams served multiple purposes, one of which being support and guidance while running their businesses. Though youth workers guaranteed their ongoing support until the end of the program, participants learnt to work in a team of peers with whom they shared the struggles and rewards of running a small business. The entire group created a Peer Support Network within which each participant could be encouraged by others their own age. In the YSEI program a Credit & Savings component was offered to a population otherwise considered hard to serve and too risky to lend money to. It provided the means for starting-up a small business and taught youth how to make loan repayments while also saving money for business sustainability. The program cycle was designed in such a way that each participant could access a total of three loans. The second and third loans were larger for business growth and diversification. Ideally, after their third loan, participants would have the business experience and skills necessary to access the larger loans that larger lending organizations offered.

4.4. Gender dynamics in the implementation of the programmes

Gender issues in implementation of Operation Wealth Creation

One of the key guiding principles of OWC as documented in the SOPs 3.2 is equity, affirmative action and gender consideration targeting men, women, youth and other farming interest groups. To understand the issues surrounding women's participation in the OWC, respondents were asked what was hindering women from participating. The responses showed that ownership to productive assets such as land and the capacity to make independent decisions on its use had a bearing on women's participation as shown in table 5 below.

Table 14: Issues hindering female participation in OWC Programme

	Frequency	Percent
The program only considers only widows who are household heads	3	16%
Because of domestic violence that exist the community prohibits female from participating in the program	1	5.2%
Females are always neglected because they don't have enough requirements needed	1	5.2%
Government requires people who have land to operate agriculture activities and land is owned by men	3	16%
Because of Illiteracy women are not participating in the program and have left it for men to participate	3	16%
Lack of knowledge/lack of awareness has hindered women from participating in the program	2	11%
Limited land managed by men	2	11%
Men are decision makers and most of the women have less powers	3	16%
Total	19	100%

While gender considerations should have been taken into account, men continue to dominate OWC as implementers and beneficiaries. Factors such as access to land, domestic violence and long distances to input collection centres continue to limit women's participation in OWC as indicated by responses from a sample of women.

Gender issues in implementation of Youth Livelihood Programme

While gender is critical and, in particular, the participation of girls/women in the YLP, there was hurried conscription of females to join groups as per the requirement¹⁹ which has not helped to achieve gender equity and participation. Many of the females were conscripted by their male counterparts to meet this requirement so as to be shortlisted but many remained either passive or left the group. The experiences of some metal fabrication groups such as Nabikamba Youth Metal fabricators in Kamuli Municipal Council demonstrate this phenomenon. Some businesses are looked at with scorn by females because of cultural/traditional/societal beliefs.²⁰ Livelihood paths/trajectories of young women are determined by complex socio-cultural contexts that define power relations in terms of socially constructed gender roles. Some trades or enterprises that the groups proposed did not fully cater for this gender dimension. As soon as funds were received the women dropped out.

Gender issues in implementation of CAIP

CAIP as a programme has a direct effect on the lives of both men and women. Improvement of community access roads, construction of markets and installation of agro-processing facilities has a positive effect on the structure, quality of working conditions and volume of business undertaken by women. A significant number of women operate in the informal sector and CAIP has boosted small businesses undertaken by women in urban and market centres along sub-project roads. As women earn income, it is likely to be used to facilitate improvement in their health and that of their children at the household level. According to CAIP documents the number of women operating market stalls and agro-processing is likely to increase to reach 70%; while Infrastructure Management Committees are composed of at least 30% women. The deliberate involvement of women in the programme is illustrated by this quote from a key informant.

"Under CAIP we did community sensitization and we even formed road management committees and we made sure that women are on those committees. CAIP has done a lot of good work in three sub-counties and we want to ensure that women participate in road maintenance so that they can also get paid" **KII, Bushenyi**

It was noted that gender mainstreaming and other cross-cutting social concerns are taken care of by dedicated Community Development and Gender Officers with expertise in gender related issues at both the national and regional levels who are part of the Project Facilitation Team. No direct negative impacts on gender have been noted though the increased movement of people and especially the influx of traders from urban centres with the improved infrastructure and the interaction with local communities may increase the incidence of communicable diseases, including HIV/AIDS and STDs in the project areas but sensitization campaigns are being implemented.

¹⁹ Group composition is meant to be between 10-15 youths of whom 30% should be female.

²⁰ The women in the group abandoned the project because they could not stand the heat.

4.5. Challenges in implementation of the programmes

4.5.1. Challenges in implementation of Operation Wealth Creation

From the different interviews with key informants, it was revealed that there is a tendency for top-down planning as opposed to bottom-up planning which OWC espoused at the start where communities were highly involved in enterprise selection. However, due to the diversity and number of enterprises that were demanded by the communities, it became clear that government would not be able to meet such demands. More effort has been put on crops such as coffee, tea, and a few other enterprises depending on the location/area. With this change of strategy, the communities feel that OWC is not meeting their needs as per their interests and requests. For instance, 36.9% of the respondents felt that in most cases OWC team took long to fulfil what they promise and the programme takes long to manifest.

Table 15: below shows respondents' views on what they deemed as the critical challenges that OWC must address.

Table 15: Challenges as expressed by the respondents	Frequency	Percent
They sometimes give poor quality seeds that don't germinate and takes long to bring up the result	11	9%
There has not been any sort of guidance and training regarding how to handle the provided input to farmers and they end up with limited or no output	23	18.9%
In most cases they take long to fulfill what they promise and thus their program takes long to manifest	45	36.9%
Inadequate agriculture inputs like hoes, livestock and training of farmers	20	16.4%
In most cases the products they give to people need a lot of care and are very expensive in terms of treatment	1	0.8%
After giving the materials they totally ignored us and no follow up is made	7	5.7%
Lack of transport for the agriculture produce due poor infrastructure in rural areas	1	0.8%
There is limited land in some areas of the country and Not Applicable where resources like land is not available for cultivation like in town areas	2	1.6%
The program's timetable of supplying inputs is based on rainfall patterns but sometime it changes Seeds fail to germinate due to inadequate rainfall	3	2.5%
They sometimes supply items/inputs without consulting people to know their interested in	6	4.9%
There is limited consultation between the farmers and OWC program members	3	2.5%
Total	122	100%

The above challenges were not any different from what has been documented elsewhere, for instance, the Agricultural Sector Monitoring Report 2014/15 highlighted similar challenges. Despite the SOPs, there are still other challenges in beneficiary identification which lead to wastage of inputs especially where due diligence is not exercised. Corruption tendencies still rare their ugly head in distribution of inputs.²¹ Other challenges as expressed by respondents included lack of coordination of the different entities spearheading OWC, lack of staff and funding at the district level to execute some of the related tasks as illustrated by this quote from a key informant:

“While districts are supposed to do feasibility studies to map out farmers they are understaffed and unable to map out farmers according to need and interests and end up selecting farmers that are not well prepared to receive these inputs. However the Ministry of Agriculture has now recruited

²¹ See <http://www.monitor.co.ug/News/National/Operation-Wealth-Creation-officials-demand-bribes/-/688334/3260676/-/j8ffukz/-/index.html>

more staff and we hope they will be able to prepare farmers and we shall realize results in the near future” KII, NAADS

Absence of an efficient and robust monitoring and evaluation mechanism has hindered the programme from realizing the results. This is attributed to the lack of resources to carry out field visits to check on enterprises. This was illustrated by a key informant who observed thus;

“One big challenge the people at the district are facing is lack of funding and the few who are there are not well facilitated to be able to supervise and effectively monitor these farmers for better results” KII, NAADS

4.5.2. Challenges in implementation of the Youth Livelihood Programme

Beneficiaries and implementers have faced a number of challenges almost in equal measure. These include:-

1. Absence of benchmarks to determine success of the programme which makes monitoring of the programme difficult.
2. The assumption that YLP was a political programme has affected its implementation. Some youth do not want to repay the money and as such the repayment rate and recoveries have been very low, which has implications on other youth not benefitting as the funds they would have used are not recovered. For example, key informants observed thus:

“The groups are not performing to the satisfaction and recovery is so far 2% out of 41 groups that were targeted”, Key Informant Interview, Kole.

“Sometimes politicians try to peddle their influence in the selection of the groups and hence end up making the programme political” Key informant Interview, Kole

“YLP was received very well but was confused with politics. When the youth got the money it was as if it was a political donation. They hesitated to pay. We raised awareness and after that they have started paying back.” Key Informant Interview, Kole

3. Some groups were formed hurriedly to access funds without thorough procedures. Groups require sufficient time to bond and understand each member in the group. Group dynamics have overwhelmed some groups to the extent of disintegration. Many had no guiding principles/constitution and as soon as they received the money greedy members ran away with the money. As some key informants informed the study team:

“As a district we have decided no more giving of money to groups that do not exist but rather to those members that have lived and worked together for some time and they have something they want to build on” Key Informant Interview, Kabarole

“It is difficult to have 10-15 members with the same needs. The programme targets those in groups. Some groups have done it very well while others have disintegrated and abandoned the enterprise” Key Informant Interview, Bushenyi

“I belong to Bitooma youth piggery project and for us we got the money and bought pigs. I got a challenge and moved away and when the children were going back to school they decided to distribute the pigs among the members so that the project is done on an individual basis instead of a group” FGD with women, Bitooma sub-county.

4.5.3. Challenges in implementation of CAIP

Delayed payments to contractors by government after completing their jobs has made it difficult for some to continue to deliver on other projects. Whenever there are delays, some sections of the roads become impassable as many of the firms contracted are not heavily capitalized to sustain the liquidity requirements of such projects. Some of the projects under CAIP would have been completed long time but they end up extending the contracts due to such financial challenges. This is likely to make the cost of doing business very expensive.

Contracts are still managed centrally from the Ministry of Local Government which makes the district officials feel like they have no control over the contractors which also lessens the regularity of supervision and monitoring of the projects. Centre-local relations need to be managed well so that when such infrastructure is later handed to the local governments they can feel that they are part and parcel of such projects for sustainability purposes.

4.6. Suggestions for improvement of the programmes

4.6.1. Beneficiary suggestions on how to improve Operation Wealth Creation

When beneficiaries were asked how OWC could be improved, 32% pointed to the fact that there was need for advice giving to orient beneficiaries on how to handle improved inputs and sensitize them on how to maintain them. This underscores the importance of the extension workers role and government's need to expedite the process of ensuring implementation of the single spine agricultural extension services is implemented. The dimension of youth involvement was also a critical area that beneficiaries highlighted because they are viewed as an important constituency for purposes of employment creation.

Table 16: Beneficiaries views on how to improve OWC

	Frequency	Percent
Consult on what beneficiaries want and investigate the home where these inputs are to be taken	16	14%
Orient beneficiaries on how to handle improved inputs like livestock and seed and sensitize them on how to maintain them	36	32%
Do not stop at distribution of inputs but also follow up for monitoring of the process of what is provided	2	2%
Provide good quality seeds that are better and tested; inputs that yield good results	5	4%
There is need for demonstration sites at sub-county level for farmers to copy from	1	1%
They should identify enterprises that suit youth and encourage them to participate	37	32%
Supply of inputs should take into consideration seasonal changes	5	4%
OWC should avoid favors to the rich and focus on all the community members	5	4%
Political influence should be reduced for better results of the programme	1	1%
Government should continue to help search for market to ease farmers work	6	5%
Total	114	100%

5. General Conclusions

1. The key objective of this study was to assess value for money for the three programmes. The findings of this assessment point to the fact that in some of the programme components, value for money has been achieved not wholly to qualify the entire programme as having achieved value for money in terms of economy, efficiency and effectiveness. Given that YLP and OWC programmes are barely five years into implementation their impact has not yet been realized. An illustrative table below is intended to show progress on achieving the stated objectives.

Table 17: Progress on achieving the stated programme objective

Programme/Objectives	Remarks
OWC	
Mobilize the masses to engage in commercial agricultural activities to boost their household incomes	Masses have been excited and their expectations raised. There are challenges in meeting expectations of the communities
Distribute production inputs equitably and timely to boost production and productivity at household level;	Input availability (92%) and accessibility (75%) has improved though there are still issues with the quality of the inputs and timing of delivery sometimes past the planting season
Facilitate rural technological upgrading to allow smallholder farmers to transform themselves into small-scale industrialists;	No evidence
Stimulate local and community enterprise development across the country; and	No evidence
Facilitate infrastructure development particularly in rural areas	No evidence adduced. This component seems more pronounced under CAIP
YLP	
Provide youth with marketable vocational skills and tool kits for self-employment and job creation,	No evidence
Provide financial support to enable the youth establish Income Generating Activities (IGAs).	Yes, funds have been disbursed to youth groups to start IGAs. There are challenges of funds misuse by the youth and wanting to divert resources
Provide the youth with entrepreneurship and life skills as an integral part of their livelihoods.	Trainings were not comprehensive on critical topics but simple one day orientations
Provide youth with relevant knowledge and information for attitudinal change (positive mind set change).	
CAIP	
Support to rural road improvement.	Over 12000 km of feeder roads rehabilitated/constructed
Support to Sub-county market structure improvement.	Markets built in some places but are not being utilized by the intended beneficiaries
Rural electrification of markets.	This particular sub-component has not done well
Community mobilization and capacity building.	Committees established to maintain the infrastructure but are not very active.

2. In line with the Standing Orders of Procedure, OWC has not yet tackled key areas including value addition; tractorization and mechanization; water for production focusing on small scale irrigation; streamlining the output marketing structures – farmer cooperatives and institutions; postharvest handling and marketing. There was no evidence to show that these other aspects were being taken care of. Concentration has been mainly on inputs distribution but as we know inputs alone without improved farming methods including technology and advice cannot deliver increased agricultural productivity.

3. The bottom-up planning approach and consultation espoused in the different OWC documents have remained cosmetic words that never get to be applied by the implementers of OWC especially at the higher level of NAADS Secretariat. Farmers' choices and voices are ignored in number of instances which limits uptake of some of the government programmes.
4. Increased investment in community agricultural infrastructure and building mechanisms to sustain it has very high potential to increase incomes of farming households as CAIP has demonstrated.
5. Youth are not homogenous but have aspirations singly as individuals to pursue in their life. Therefore, funding hurriedly constituted groups not organically formed ones limits the YLP from delivering the expected outcomes. Group formation requires sufficient time to bond and understand each other to be able to work for a common goal.

1. Recommendations for Improvement of the Programmes

Based on the conclusions above, the recommendations are given per programme and by key stakeholder.

Operation Wealth Creation

Government

1. Government (through NAADS) should strengthen consultation and heed to the bottom-up planning approach so as to minimize wastage of resources. NAADS secretariat should consult the people/beneficiaries on the ground (the communities, technical staff at districts and farmers' associations). This would help to avoid oversupply, undersupply and wastage of resources supplying inputs which will not be used.
2. Government should involve a wide range of stakeholders in policy formulation. The coming in force of OWC took many by surprise. For instance, coordination of the different units under the OWC is a challenge as many are still struggling to understand what their role would be or whether their involvement would change anything that is already being implemented upon orders. Improvement of household incomes cannot be attained by mere orders without an institutional, legal and regulatory framework that underpins a given government programme. Involvement of key institutions in policy formulation fosters proper debate (on the pros & cons) and later implementation of such a policy is supported by all key stakeholders.
3. Government needs to come up with stringent measures to protect farmers from fake agricultural inputs supplied by businesses contracted by NAADS. Farmers have complained on wide scale of the poor quality of inputs supplied by government under the OWC. Thus, government needs to invest in testing technologies and certification of inputs to ensure that farmers get the right inputs.
4. Government needs to expedite the implementation of other components of agricultural productivity improvement under OWC such as value addition and water for production to minimize losses. It should lessen the distribution of seeds per capita and begin provision of farm machinery/technologies, irrigation equipment to farmers.
5. Government through MAAIF should hasten the recruitment of agricultural extension staff recruitment, enumeration and ensure that they are well facilitated to carry out their work in the field. Lessen the distribution of seeds per capita, and begin provision of farm machinery/technologies, irrigation equipment to farmers.
6. OWC needs to strengthen the component of monitoring and evaluation to ensure that resources are provided to the respective offices to carry out monitoring to inform programme quality improvement.

CSOs and Development agencies

1. Civil society agencies should advocate for increased stakeholder involvement especially in policy development so that their voices are heard and their ideas are considered in the whole policy formulation process. This could be achieved through organizing policy dialogue sharing sessions to facilitate debate and evaluation of specific government policies with a view to making them robust and relevant to the target beneficiaries.
2. CSOs need to continue to create awareness on specific government programmes and sensitize the communities on how they can benefit from such programmes. This could be done through

empowerment programmes that they implement in the communities to ensure target beneficiaries have the skills and knowledge to partake of a given government programme.

Youth Livelihood Programme

1. **Training and skills development** should be a must for any potential beneficiary of the YLP programme. This coupled with ongoing mentoring is better placed to deliver results.
2. **There is a need to research untested business ideas** as many youth went into businesses to which they had not done a thorough analysis of what it takes to make it viable neither did they receive sufficient guidance on business viability. For instance, some youth went into piggery but soon realized that the feeding costs were very high to make it profitable. Meaning there was no environmental scan carried out to understand where sources of food would come from and how much each pig would consume on a daily basis to calculate viability. This points to need to develop production guidelines for reference by the youth as they write their project proposals and those who appraise the proposals.
3. **Government should identify credible training providers and mentors.** Bringing on board credible business people to nurture the youth and twin them together is likely to ensure success. The youth will believe in seeing what this successful entrepreneur has been able to do especially if it is in line with their own business aspirations. Practical learning sessions rather than classroom based theory is poised to offer best chances to the youth to succeed. There are very many youth that have been successful in their own right and are running successful businesses and these are best placed to mentor fellow youth.
4. **Direct funds to already existing youth group business start-ups.** Owing to the difficulties of managing group dynamics especially at formative stage, it is recommended that YLP funds be channeled to already existing groups without stringent requirements of composition. The requirements of 30% women should be dropped and fund groups on basis that they are youth and require funds to boost their business enterprise. Male or female groups should be funded without requiring the percentage element.
5. **Use role models:** There are some spectacular young people who have managed to create a business, market it and then watch it grow. These young people are well equipped to help other young people by being made role models for them and shown as benchmarks of what is possible. Exhibitions showcasing youth enterprise which, whilst inspiring and informing young people, will also allow potential investors an arena which fosters communication with young entrepreneurs. *The New Vision* paper is already doing a better job on this under the Harvest Money supplement. Inspiring stories are profiled for other youth to see.
6. **Government needs to explore public-private partnerships** with agencies that are better placed to reach target groups say through farmers associations and co-operatives. Funds could be channeled to the associations to help their members
7. CSOs need to advocate for increased funding for youth programmes to ensure that the youth unemployment problem is addressed.

Community Agricultural Infrastructure Programme (CAIIP)

1. Government should ensure that the road fund is utilized to maintain roads built under the programme otherwise the benefits will be short-lived.

2. Agricultural support for value addition and processing should be channeled through cooperatives and farmer groups or federations to avoid issues of favoritism and politics in the distribution and allocation of machinery and management of markets.

Appendix 1: Sampled study districts and sub-counties

Region	Districts	Randomly sampled sub-counties
Teso region	Soroti	Arapai and Gweri
Eastern/Bugisu	Mbale	Nakaloke and Namanyonyi
Eastern/ Bugisu	Bulambuli	Bulegeni and Masiira
East Central	Kamuli	Kisozi and Bugulumbya
Central 1	Masaka	Kimanya and Kyanamukaka
Central 1	Mityana	Maanyi and Kalangalo
Central 2	Luwero	Kitikamu and Ziobwe
Central 2	Mukono	Nakisunga and Ntenjeru
Western/Kigezi region	Kisoro	Nyakinama and Nyakabande
South Western	Ntungamo	Ruhaama and Rugaarama
Western/Ankole	Bushenyi	Bitooma and Ruhumuro
Western/ Rwenzori region	Kabarole	Lutete and Kicwamba
Lango North	Lira	Adyel and Ojwina
Lango North	Kole	Bala and Ayer
Acholi in the North	Gulu	Layibi and Bobi
West Nile in the North	Nebbi	Pakwach and Nyaravul

Appendix 2: Summary of the various respondents reached and method used

METHOD	RESPONDENTS	SIZE
Individual questionnaire	Beneficiaries	144 Operation wealth creation 141 CAIP 141 in YLP
FGDs Guide	Groups will be separated by gender thus one for males and other for females for both YLP and small holder farmers	2 YLP group leaders(8 participants per group) which is $8*2=16$
		2 smallholder farmers(8 participants per group) which is $8*2=16$
	Total number of FGDs (4)	32 participants
KII Guide	OWC, CAIP, AfDB and NAADS	4 National level
KII Guide	CAO, DCDO, RDC and District production officer	14 (Four of each per region) Regional level
Case studies guide	Sample visit of youth group projects, CAIP markets, roads constructed by CAIP, and agro-processing supported facilities provided by CAIP; Model farmers under OWC	12 Cases (3 of each per region)(Regional level

Appendix 3: List of Key Persons interviewed

S/N	Name	Designation	Contact
1.	Sarah Kigongo Kagwa	DCDO, Kisoro	0703 493 472
2.	Col. John Tumwebaze	OWC - Manager, Ntungamo	0784 981 311
3.	David Byamukama	District Commercial Officer, Bushenyi	0782556762
4.	Muhanguzi Basil	DCDO Bushenyi	0772380712
5.	Katusabe John Baptist	CAAO Kabarole	0782 315 617
6.	Richard Musenero	District Production Officer – Kamuli	0772595849
7.	Kitugundu Paul	CDO – Namasagali sub county	0776720784
8.	Sendawula Yasin	Asst. Commissioner and National Coordinator – CAIP - MOLG	0772495456
9	Col. Mugarura	Chief Operations and Administration - OWC	0777418520
10	Ojan Egits Tommy	DCDO –Kole district	0774657811
11	Okumu Bernard	District Commercial Officer-Gulu District	0772666713
12.	Ouchi Ceasar	Chairman Nyaravur Sub-county Nebbi District	0777288333
13	Juliet Mayanja	Assistant Chief Administrative Officer Masaka District	0701295618
14	Ms. Naziwa Farida	CDO-Maanyi Sub-County Mityana District	0701820704
15	Major.Alanya John	OWC in charge of Lira in Lira District	0772566822
16	Ms.Grace	CDO-Zirobwe Sub-county Luwero District	0781528704
17	Asaph Nuwagira	Agric & Rural Development Specialist, AfDB	0772412718
18	Proscovian K.Mutumba	Crop Development Officer NAADS/MAAIF	0704817028

Appendix 4: References

1. MOFPED (2015) Agricultural Sector Annual Monitoring Report for the FY 2014/15
2. ACODE (2015) Transformation of Agriculture for Wealth Creation: The involvement of the UPDF in NAADS programme and its effectiveness, Infosheet no.33
3. MAAIF (2015) Standard Operating Procedures for Operation Wealth Creation
4. MAAIF (2015) Operation Wealth Creation Information Leaflet
5. Gemma Ahaibwe & Ibrahim Kasirye (2015): Creating Youth Employment through Entrepreneurship Financing: Is the Uganda Youth Venture Capital Fund on Course? EPRC Research Series No. 122
6. MOGLSD List of YLP funded projects as at February 2016
7. MOGLSD – Youth Livelihood Programme: Progress @ 1 year document
8. MOGLSD (2013) – Youth Livelihood Programme Document
9. Ulrich Schoof (2006) *Stimulating Youth Entrepreneurship: Barriers and incentives to enterprise start-ups by young people*. International Labour Office, Geneva
10. MOLG (2014) Community Agricultural Infrastructural Improvement Programme I Final Project Completion Report
11. MOLG (2014) Community Agricultural Infrastructural Improvement Programme I (Follow-on Results and Impact Management (RIMS) Study, Final Report
12. MOLG (2016) CAIP - Stories from the field
13. <https://www.microfinancegateway.org/library/youth-skills-enterprise-initiative-zambian-case-study-micro-enterprise-and-micro-credit> Accessed on: June 24th 2016
14. <https://www.nao.org.uk/successful-commissioning/general-principles/value-for-money/assessing-value-for-money/> Accessed on: July 02, 2016
15. http://www.newvision.co.ug/new_vision/news/1411203/youth-undertake-agriculture-projects-youth-livelihood-programme Accessed on: June 30 2026
16. <http://www.monitor.co.ug/News/National/Youth-fail-to-repay-livelihood-programme-funds/-/688334/2988612/-/ve6sa/-/index.html> Accessed on: June 30 2016

APPENDIX 5: Study Tools

Assessment quantitative questionnaire for OWC

Survey Number _____

**THE ASSESSMENT OF THE VALUE FOR MONEY AND IMPACT OF OPERATION WEALTH
CREATION.**

HOUSEHOLD QUESTIONNAIRE OWC

Fill Out the information before the interview begins.

Date of Interview

Name of District

Region

1= Central

2= Eastern

3= Western

4= Northern

Name of Sub-County

Name of Village

Guidance for introducing yourself and the purpose of the interview:

- My name is _____ and I am conducting an assessment on behalf of Caritas Uganda through the Uganda Farmers Common Voice Platform.
- The purpose of this interview is to obtain information in regard to the participation of smallholder farmers and youth in OWC, YLP and CAIP. This information will arm Caritas Uganda through the Uganda Farmers Common Voice Platform assesses whether there has been value for money and impact of the programmes on smallholder farmers and Youth.
- The survey is voluntary and you can choose not to take part. The information that you give will remain confidential. The information will be used to prepare a report to Caritas Uganda and its partners, but no specific names will be included and there will be no way to identify that you gave this information.
- Could you please spare about 25 minutes for the interview?

THANK YOU

Are you a beneficiary in any of OWC government programmes? (1)= Yes 2) =No

If yes continue with the interview and if not move to the next household

DEMOGRAPHIC DATA

1. **How old are you?** (in complete Years):.....

2. **Gender of Respondent (Do not ask. Just observe):** 1) Male 2) Female

3. **What is your marital Status?:** (1) Single. (2) Married. (3) Widowed. (4) Separated/Divorced

4. **What is the highest Level of Education you attained:**

5. **What Is Your Main Occupation?**

- | | |
|--|--|
| 1. No occupation / Unemployed. | 7. Art & Craft. |
| 2. Still a Student. | 8. Fishing. |
| 3. Salaried Employee (Govt / NGO / Company). | 9. Technician e.g. Carpentry & Joinery, Builder / Masonry / Mechanics / Fabrication / Welding. |
| 4. Farmer / Agriculture. | 10. Services e.g. Hairdressing/Barber/Tailoring/BodaBoda |
| 5. Casual Labour / Physical Work. | 11. Other (Specify) |
| 6. Businessman/Businesswoman | |

7. Household size of respondents

7a	How many people currently live (eat and sleep) in this household?						
7b	How many people are in each of these age categories (including yourself): <i>Put a circle around the age group and gender of caregiver/head responding to this survey</i>						
		M	F		M	F	
# people 0-5 years		_____	_____	# people 19-49 years		_____	_____
# people 6-11 years		_____	_____	# people 50 years and over		_____	_____
# people 12-18 years		_____	_____				
TOTAL children 0-18 years =		_____	_____				

8. **How much money (in UGX) did you earn in total in the last 4 weeks (1 month)?**

- | | |
|-----------------------|-----------------------|
| (1) No Money | (5) 150,001 – 200,000 |
| (2) 1 – 50,000 | (6) 200,001 – 250,000 |
| (3) 50,001 – 100,000 | (7) Above 250,000 |
| (4) 100,001 – 150,000 | |

9. **What do you mostly spend your money on? (Put in order of importance)**

Expenditure area	Order of importance (Rank 3 most important; 1=most important)
(01) Food	
(02) Medicare (health)	
(03) Education	
(04) Clothing	
(05) Energy	

(06) Funerals	
(07) Wages/salaries	
(08) Acquisition of assets	
(09) Farming (inputs, labour)	

10. **Are you benefiting from OWC through a group or just as an individual farmer?** (1) Group. (2) Individual

11. If not in qn 9. Why are you not benefiting from the programme?

12. **What areas/activities is OWC programme focusing on in your community?** (Tick all that apply)

- (1) Crop Production
- (2) Livestock Production
- (3) Aquaculture (Fish farming)
- (4) Apiculture (Beekeeping)
- (5) Agricultural Marketing
- (6) Savings and Credit

13. **What specific agricultural enterprises are you engaged in?**

14. **What benefits have you realized from participating in the OWC Programme?**

15. **Do you have anybody who advises/trains farmers about better farming practices in this community?**(if no Skip to qn14) (1)Yes. (2)No. (3)Do not Know

16. (If YES in qn.12 above) **From which organization does the person(s) come?**
 (1) OWC Service Providers. (2) Government Extension Provider. (3) Other farmer groups.
 (4) NGO not affiliated with government or OWC. (5) Other _____

17. **Is there a demonstration site in this community where you or other community members are able to go to learn new farming methods/practices?** If no skip to qn16. (1) Yes. (2) No. (3) Do not Know

18. If yes in qn 14. Above how have you benefited from the demonstration sites?

19. **Mention any advice/training/(visit) by a service provider which you have ever received? Have you received this advice/training (visit) at all in the past 12 months? If YES, How many times did you receive this advice/training/(visit) in the past 12 months?**

Service Provider Advice / Training / Visit	Ever Received? (1=Yes; 2=No)	Received at All in past 12 months? (1=Yes; 2=No)	How many times in the last one year?
ENTERPRISE SPECIFIC TRAINING			
Improved Crop Production			
Improved Livestock Production			
Improved Fish Farming			
Improved Beekeeping			
Market Information on crops			
Market Information on Livestock			
Market Information Relating to Fish farming			

Market Information Relating to beekeeping			
Post harvest handling			
GROUP CAPACITY BUILDING			
Group Dynamics (<i>Group Formation, Growth, Development, Rights & Responsibilities, Developing Constitution/Bye-Laws</i>)			
Planning e.g. <i>Enterprise Selection & Identification Of Constraints</i>			
Leadership Skills and Development			
Entrepreneurship /Farm Business Management Skills e.g. <i>Bookkeeping, Farming as a Business, Marketing</i>			
Monitoring and Evaluation			
CROSSCUTTING THEMES			
Natural Resource / Environmental Management e.g. <i>Soil Fertility Management, Water Harvesting, Agro forestry</i>			
Conflict Resolution			
Gender In Group Development & Agricultural Production			
HIV&AIDS In Group Development & Agricultural Production			
Savings Mobilization, Credit Access & Management			
Other (Specify)			

20. Are the following agricultural production inputs provided by OWC available in your community? If YES, are those inputs easily accessed by smallholder farmers?

Agricultural Practice/Technology	Inputs Available? (1=Yes; 2=No; 3=Don't Know)	If YES, Are they easily accessed? (1=Yes; 2=No; 3=Don't Know)
Improved seeds/planting material		
Improved livestock breeds		
Improved fish farming technologies		
Improved beekeeping technologies		
Inorganic fertilizers		
Pesticides/herbicides		
Farm equipment & Tools		

21. Have you participated in the following activities under the OWC Program?

Activity	Response (1=Yes; 2=No)
Planning / Selecting the Enterprises	
Setting Standards of quality goods/services	
Procurement of goods and services	
Monitoring and Evaluating Group Enterprises	
Establishment / Management of Demonstration Sites	
Development of group constitution/bye laws	
Exchange Visits/Study Tours	

22. Do you think that both male and female farmers participate / benefit equally in the OWC programme? (1) Yes. (2) No.

23. (If No in qn.20 above) What are the issues hindering the participation/benefiting of male / female / youth farmers in OWC programme in your community?

1. Male farmers

2. Female farmers

3. Youth farmers

24. **Are you in a farmer group?** 1) Yes 2) No

25. *(If in a farmer group)* **Are there any Persons With Disabilities (PWDs) in your group?**
(1) Yes. (2) No.

26. **Do PWDs participate / benefit as equally as all other members in the OWC Programme?** (1) Yes. (2) No.

27. *(If No in qn.23 above)* **What are the issues/challenges hindering the participation/benefiting of persons with disability in the OWC Programme?**

28. **Do you regularly attend meetings where issues affecting farmers are discussed?**(If no skip to qn29) (1) Always. (2) Sometimes. (3) Never. (4) Don't Know. (5) Don't Remember.

29. **If yes have you contributed on mentioning issues that affect farmers?** (If no skip to qn29) 1)= Yes 2)= No

30. **Would you say that your contributions were considered when you last attended such a meeting?** (1) Very much. (2) Somewhat. (3) Not at all

31. *(If 'Not at all' in qn.27 above)* **Why?**

32. **What agricultural technologies / practices have you adopted as a result of participating in the OWC Programme?**

Agricultural Practice/Technology	Adopted? (1=Yes; 2=No)
Improved seeds/planting material	
Improved livestock breeds	
Improved fish farming technologies	
Improved beekeeping technologies	
Inorganic fertilizers	
Pesticides/herbicides	
Soil Fertility Management	
Agro forestry	
Post-harvest handling	
Soil and Water Management	
Other (Specify)	

33. **Mention the challenges you have observed regarding the OWC program?.**

34. suggest what should be done/improved if these programs are to fully benefit the youths in your community

Thank you for your honest responses.

**THE ASSESSMENT OF THE VALUE FOR MONEY AND IMPACT OF YOUTH LIVELIHOOD
PROGRAMME
YOUTH QUESTIONNAIRE YLP**

Fill Out the information before the interview begins.

Date of Interview	<input style="width: 90%;" type="text"/>	Name of District	<input style="width: 95%;" type="text"/>
Region	1= Central	<input style="width: 30px; height: 20px;" type="checkbox"/>	Name of Sub-County
	2= Eastern		<input style="width: 95%;" type="text"/>
	3= Western		Name of Village
	4= Northern		<input style="width: 95%;" type="text"/>

Guidance for introducing yourself and the purpose of the interview:

- My name is _____ and I am conducting an assessment on behalf of Caritas Uganda through the Uganda Farmers Common Voice Platform.
- The purpose of this interview is to obtain information in regard to the participation of smallholder farmers and youth in OWC, YLP and CAIP. This information will arm Caritas Uganda through the Uganda Farmers Common Voice Platform assesses whether there has been value for money and impact of the programmes on smallholder farmers and Youth.
- The survey is voluntary and you can choose not to take part. The information that you give will remain confidential. The information will be used to prepare a report to Caritas Uganda and its partners, but no specific names will be included and there will be no way to identify that you gave this information.
- Could you please spare about 25 minutes for the interview?

THANK YOU

Are you a beneficiary in any of YLP government programme? (1)= Yes 2) =No

If yes continue with the interview and if not move to the next household

DEMOGRAPHIC DATA

1. **How old are you?** (in complete Years):.....
2. **Gender of Respondent** (*Do not ask. Just observe*): 1) Male 2) Female
3. **What is your marital Status?**: (1) Single. (2) Married. (3) Widowed. (4) Separated/Divorced
4. What is the highest level of education attained by the Household head? 1= Primary School 2= Secondary school 3= College/university 4= Never been to school

5. **What Is Your Main Occupation?**

- | | |
|--|--|
| 1. No occupation / Unemployed. | 7. Art & Craft. |
| 2. Still a Student. | 8. Fishing. |
| 3. Salaried Employee (Govt / NGO / Company). | 9. Technician e.g. Carpentry & Joinery, Builder / Masonry / Mechanics / Fabrication / Welding. |
| 4. Farmer / Agriculture. | 10. Services e.g. Hairdressing/Barber/Tailoring/BodaBoda |
| 5. Casual Labour / Physical Work. | 11. Other (Specify) |
| 6. Businessman/Businesswoman | |

7. **What is your monthly income in Uganda shillings?**

- | | |
|-----------------------|-----------------------|
| (1) No Money | (5) 150,001 – 200,000 |
| (2) 1 – 50,000 | (6) 200,001 – 250,000 |
| (3) 50,001 – 100,000 | (7) Above 250,000 |
| (4) 100,001 – 150,000 | |

8. **What do you mostly spend your money on? (Put in order of importance)**

Expenditure area	Order of importance (Rank 3 most important; 1=most important)
(01) Food	
(02) Medicare (health)	
(03) Education	
(04) Clothing	
(05) Energy	
(06) Funerals	
(07) Wages/salaries	
(08) Acquisition of assets	
(09) Farming (inputs, labour)	

9. **Has there been Community Sensitization in your community about the Youth Livelihood Programme?**

(1) Yes. (2) No.

10. *(If YES in qn.34)* **Who facilitated the community sensitization?**

- | | | |
|----------------------|------------------|----------------------------------|
| (1) Sub-County Chief | (2) CDO/ACDO | (3) Sub-County Youth Chairperson |
| (4) LC1 Chairman | (5) Others _____ | |

11. **Below are the Criteria for selecting YLP beneficiaries. Are there cases where members who do not meet the following criteria are benefiting from the YLP?**

Criteria	(1=Yes; 2=No)
Must be Youths (persons within 18-30 years of age)	
Must be bona fide residents of their area	
Must be un-employed, under-employed or poor	

Must Ugandan Nationals	
Not more than 1 Youth is selected from any one household at any one time	
Must be Youths of sound minds and good character to be trusted with the funds	
Number of the Youth must meet the requirement 10-15 members (with 30% female composition)	

12. What project(s) are you undertaking with support from the Youth Livelihood Programme?

Support Received Under YLP	Tick applicable
SKILLS DEVELOPMENT TRAINING	
Masonry/Brick Laying,	
Carpentry and joinery	
Hairy dressing/ Cosmetology,	
Tailoring/fashion and design,	
Metal fabrication,	
Clay Molding/Pottery/Energy Saving Technology,	
Bicycle Repair,	
Motor Mechanics,	
Shoe making/repair,	
Agro – processing,	
Bakery/Cookery	
Electrical Repairs,	
Borehole Repairs	
Weaving and embroidery	
Video-audio editing	
Leather works	
Computer use and application	
LIVELIHOOD ENTERPRISE SUPPORT	
Dairy production,	
High value crops,	
Poultry/egg production,	
Piggery,	
Improved goats,	
Aquaculture/integrated farming	
Labour-Saving technologies e.g. animal traction	
Apiary - honey production	
Agro-forestry/tree propagation	
Post-harvest handling	
Value addition & marketing	
Produce Buying and Selling	

13. Who initiated the request your group's livelihood project or vocational skills trainings?

1= Group Members

2= Non members

14. Was your group or any of the members asked to buy the Youth Projects Application Form at any time during the application process?

1= Yes

2= No

15. If YES, in qn 39 above, elaborate on the circumstances and the amounts involved

16. For any enterprise support received in your group under YLP, please mention if any of the following trainings have been conducted for members as part of the package.

1= Entrepreneurship skills

- 2= Life Skills
- 3=Group dynamics
- 4= Leadership skills
- 5= Personal Finance
- 6= Others (specify) _____

17. **If YES for any of the above trainings, who conducted the training?**

- 1= Training Institutions
- 2= Master craft men.
- 3= NGO workers
- 4= District/Sub county technical staff
- 5= Others (specify)

18. **Was a Launch ceremony conducted in your community for your project?** (1)Yes. (2) No

19. **After completion of Skills Development Trainings, are beneficiaries being provided with basic start up tool kits?**
 (1)Yes. (2) No

20. **Is the project you are engaged in being run separately by individuals in your group, or jointly as a group?**

- 1= Individuals in a group
- 2= jointly as a Group

21. **Under the YLP, what other activities do you engage in your group apart from the enterprise/skills support?**

- 1= General Meetings
- 2= Monitoring Individual investments
- 3= Savings
- 4= Trainings
- 5= Repayment meetings
- 6= Others (specify) _____

22. **What is the maximum amount of funds each group can receive under the YLP?** _____

23. **How much funding did you receive from the YLP project?** _____

24. **Does your group have a functioning bank account?** (1)Yes. (2) No

25. **If YES, who are the signatories to the group account?**

- 1=Group Chairperson
- 2= Sub County Treasurer
- 3= Sub County Chief
- 4 = Other (Specify) _____

26. **How frequently do you receive Specialist Support from the District / Subcounty technical staff regarding your YLP project in the past one year?**

- 1. At least weekly (or more often)
- 2. At least monthly
- 3. At least quarterly
- 4. Just once or twice
- 5. Have not met in the past year

27. **Are there any Persons With Disabilities (PWDs) in your group?**

- (1) Yes. (2) No.

28. **Are there any females in your group?**

- 1. Yes. (2) No.

29. **Mention any issues that might be hindering the participation/benefiting of either male or female or disabled youths in YLP programme in your community?**

4. **Male Youths**

5. Female Youths

6. PWDs

30. Mention if members have participated in the following activities under the YLP?

	1=Yes; 2=No	Comment
Selection of group members and group leadership		
Determination of enterprise skills and Livelihood enterprises to be supported		
Procurement of goods and services		
Operation of the group's Bank Account		
Implementation, Monitoring and Evaluation of the projects		
Operating and maintaining assets/inputs acquired through the Project funds		

31. Which Leadership Committee do you have in your group?

- 1= Project Management Committee (PMC)
- 2= Procurement Committee (PC)
- 3= Social Accountability Committee (SAC)

32. Which of the following capacity building trainings has any of your group committees received?

- 1=Record Keeping
- 2=Procurement
- 3=Financial Management
- 4=Reporting and Accountability
- 5=Monitoring and Evaluation

33. What is your general perception about YLP interventions?

34. What is your comment about the following features of the YLP Revolving Fund?

YLP Revolving Fund Feature <i>NB: Probe for each feature</i>	Comment
Repayment Terms & Conditions (0% interest; Installment Payment; Max 3yrs repayment period; 5% service fee after 1 st 12 months)	
Grace Period	
Form of payment (Cash /In-kind)	
Depositing repayments into the District Collection Account	
Handling of Defaulters	

Thank you for your honest responses.

**THE ASSESSMENT OF THE VALUE FOR MONEY AND IMPACT OF COMMUNITY AGRICULTURE
INFRASTRUCTURE IMPROVEMENT PROGRAMME
HOUSEHOLD QUESTIONNAIRE CAIP**

Fill Out the information before the interview begins.

Date of Interview	<input style="width: 90%;" type="text"/>	Name of District	<input style="width: 95%;" type="text"/>
Region	1= Central 2= Eastern <input style="width: 20px; height: 20px;" type="checkbox"/> 3= Western 4= Northern	Name of Sub-County	<input style="width: 95%;" type="text"/>
		Name of Village	<input style="width: 95%;" type="text"/>

Guidance for introducing yourself and the purpose of the interview:

- My name is _____ and I am conducting an assessment on behalf of Caritas Uganda through the Uganda Farmers Common Voice Platform.
- The purpose of this interview is to obtain information in regard to the participation of smallholder farmers and youth in OWC, YLP and CAIP. This information will arm Caritas Uganda through the Uganda Farmers Common Voice Platform assesses whether there has been value for money and impact of the programmes on smallholder farmers and Youth.
- The survey is voluntary and you can choose not to take part. The information that you give will remain confidential. The information will be used to prepare a report to Caritas Uganda and its partners, but no specific names will be included and there will be no way to identify that you gave this information.
- Could you please spare about 25 minutes for the interview?

THANK YOU

Are you a beneficiary in any of CAIP government programme? (1)= Yes 2)=No
 If yes continue with the interview and if not move to the next household

DEMOGRAPHIC DATA

1. **How old are you?** (in complete Years):.....
2. **Gender of Respondent** (*Do not ask. Just observe*): 1) Male 2) Female
3. **What is your marital Status?**: (1) Single. (2) Married. (3) Widowed. (4) Separated/Divorced
4. **What is the highest Level of Education you attained?** 1= Primary School 2= Secondary school 3= College/university 4= Never been to school

5. **What Is Your Main Occupation?**

- | | |
|--|--|
| 1. No occupation / Unemployed. | 7. Art & Craft. |
| 2. Still a Student. | 8. Fishing. |
| 3. Salaried Employee (Govt / NGO / Company). | 9. Technician e.g. Carpentry & Joinery, Builder / Masonry / Mechanics / Fabrication / Welding. |
| 4. Farmer / Agriculture. | 10. Services e.g. Hairdressing/Barber/Tailoring/BodaBoda |
| 5. Casual Labour / Physical Work. | 11. Other (Specify) |
| 6. Businessman/Businesswoman | |

7. Household size of respondents

7a	How many people currently live (eat and sleep) in this household?			
7b	How many people are in each of these age categories (including yourself): Put a circle around the age group and gender of caregiver/head responding to this survey			
	M	F	M	F
# people 0-5 years	_____	_____	# people 19-49 years	_____
# people 6-11 years	_____	_____	# people 50 years and over	_____
# people 12-18 years	_____	_____		
TOTAL children 0-18 years =	_____	_____		

8. **What is your monthly income in Uganda shillings?**

- | | |
|-----------------------|-----------------------|
| (1) No Money | (5) 150,001 – 200,000 |
| (2) 1 – 50,000 | (6) 200,001 – 250,000 |
| (3) 50,001 – 100,000 | (7) Above 250,000 |
| (4) 100,001 – 150,000 | |

9. **What do you mostly spend your money on? (Put in order of importance)**

Expenditure area	Order of importance (Rank 3 most important; 1=most important)
(01) Food	
(02) Medicare (health)	
(03) Education	
(04) Clothing	
(05) Energy	
(06) Funerals	
(07) Wages/salaries	
(08) Acquisition of assets	
(09) Farming (inputs, labour)	

10. What is the distance to the nearest marketplace where smallholder farmers in this Sub County take their produce for sale? _____ km
11. Is the marketplace located in this Sub-County?
(1) Yes. (2) No.
12. (If Yes in qn.35 above) How frequently does the Market operate?
(1) Daily (2) Bi-Weekly (3) Weekly (4) Fortnightly (5) Monthly (6) Other _____
13. Are the marketplace structures permanent? *Slab, Cemented, Fenced, Iron sheet*
(1) Yes. (2) No.
14. Are the marketplace structures connected with any form of electricity? (*solar, hydro, diesel*) (1) Yes. (2) No.
15. What are the major agricultural items that people in this Sub County produce for sale? Mention if any post-harvest technologies exist in the Sub County for farmers engaged in the respective agricultural lines.

Agricultural Line	List the major agric. produce items here	Post-Harvest Technology	List the technology that exists in your S/C
Livestock and Dairy production e.g. <i>Cattle, goats, sheep</i>		E.g. Milk coolers; Meat Packing technologies	
Poultry e.g. <i>Chicken, Turkey, Ducks etc</i>		E.g.	
Piggery		E.g.	
Aquaculture i.e. <i>fish farming</i>		E.g. Refrigeration Trucks	
Apiary i.e. <i>honey production</i>		E.g. Honey Extractors	
Fruit Crops e.g. <i>Mangoes, Apples, Oranges, Pineapples, tomatoes</i>		E.g. Juice Extraction equipment; Refrigeration equipment	
Cereal Crops e.g. <i>beans, peas, Ground nuts, Soya beans</i>		E.g. Nut cracker / Paste machines	
Grains e.g. <i>maize, millet, wheat, sorghum, Rice, Simsim etc</i>		E.g. Grain millers and Hullers	

Tuber Crops e.g. Cassava, Sweet potatoes, Irish potatoes etc		E.g. Cassava / potatoe chipping equipment	
Crops e.g. Coffee, Tea, Tobacco, Vanilla, etc		E.g. Hullers	
Others			

16. What is the distance to the nearest public / community access transportation road? _____ km

17. Is that public / community access transportation road passable all the year round? (1) Yes. (2) No.

18. Have you heard about Community Agricultural Infrastructure Improvement Programme (CAIIP) – A government programme that supports construction of rural access roads, marketplace structures and rural electrification? (1) Yes (2) No

If YES, go to next question. Otherwise, jump to qn xxx

19. Mention the activities that are being / have been implemented in your sub county under CAIIP?

- a. _____
- b. _____
- c. _____
- d. _____
- e. _____
- f. _____

20. Please mention if the following community engagement activities have been conducted in your sub county under the CAIIP, and who participated in them?

	YES	NO	Comment
a) Community meetings to sensitize the local people about the CAIIP			
b) Consultative workshops / meetings on prioritization of rural infrastructure improvements to be done.			
c) Trainings on how to manage the rural infrastructure			
d) Monitoring on the progress of the infrastructure development projects being undertaken e.g.			

Supervision of works			
e) Construction of community access roads, rural markets, agro-processing facilities; and rural electrification.			
f) Road Maintenance / Marketplace Maintenance Committee			

21. **What has been the impact of the opened / rehabilitated road(s) under CAIP on agricultural activities in this Sub County?** (*Farmer Incomes; Produce Prices; Produce delivered to the market etc*)

22. **What has been the impact of the marketplace structures constructed under CAIP on agricultural activities in this Sub County?** (*Farmer Incomes; Produce Prices; Produce delivered to the market etc*)

23. **What has been the impact of the agro-processing equipment provided under CAIP on agricultural activities in this Sub County?** (*Farmer Incomes; Produce Prices; Reduction in Losses; Produce delivered to the market etc*)

24. **What is your general perception about the CAIP development interventions?**

25. **Mention the challenges (if any) which you have observed with CAIP. Also, suggest what should be done / improved if CAIP is to fully benefit the farmers in your Sub County?**

Thank you for your honest responses.

Key informants interview guide

(PROGRAMME STAFF AT THE NATIONAL LEVEL, DISTRICT OFFICIALS OTHERPARTNERS)

Questions

1. What has been your role in the programme (probe for; OWC, CAIIP and YLP)?
2. How has the community received the programme? (OWC,CAIIP and YLP)
3. In your opinion, did this programme address the priority needs of community? Give details.
4. To what extent have the local community members been involved in the design, monitoring and implementation of this programme?
5. In what ways is this programme working with and fitting into the national development plans?
6. To what extent were gender concerns taken into account when designing and implementing programme?
7. How did the programme outputs/outcomes meet the community interests and priorities?
8. What notable changes, if any, have occurred in the lives of communities during the programme period?
9. What barriers exist for successful implementation of the programme?
10. Are the right personnel with the right functions and level of effort deployed to implement the programme effectively?
11. What interventions have been more or less successful in meeting programme targets?
12. What weaknesses and strengths as well as the factors that have impacted on the implementation of project?
 - Weaknesses
 - Strengths
 - Threats
 - Opportunities
13. Suggest any structural, technical or any other changes that you would like to be made in the design and implementation of this programme for improved impact.
14. Are systems in place to ensure that the quantity and quality of inputs are appropriate and were obtained with consideration for value-for-money?
15. Did the stakeholders determine what interventions to implement, the duration of implementation, and the monitoring mechanism for implementation of the programme?
16. How does the actual performance compare to the planned performance in terms of outputs produced, cost of the outputs, timing, quality of the outputs, role of partners, participation/contribution of community, access to outputs and cost per beneficiary?
17. How realistic are the targets given the programme context and timelines? If not, how do they need to be modified?
18. How effective is the programme M&E system in meeting the programme M&E requirements.
19. Is there evidence of collaboration among interventions and partners?
20. What notable changes, if any, have occurred in the lives of the target beneficiaries, their families and communities during the programme period so far?
21. What evidence exists that the programme has promoted community empowerment and capacity development?
22. What sustainability plans have been put in place during the implementation of this programme?
23. Can the community access technical input required to sustain the programme? give detail
24. Are roles and responsibilities of different structures clearly defined?
25. How have these challenges affected programme delivery?
26. Suggest recommendation for improved programme implementation

Thank you for your honest responses.

FOCUS GROUP DISCUSSION GUIDE FOR SMALLHOLDER FARMERS AND YOUTH

Guidance for introducing yourself and the purpose of the interview:

My name is_____ and I am conducting an assessment on behalf of Caritas Uganda through the Uganda Farmers Common Voice Platform. The purpose of this interview is to obtain information in regard to the participation of smallholder farmers and youth in OWC, YLP and CAIIP. This information will arm Caritas Uganda through the Uganda Farmers Common Voice Platform assesses whether there has been value for money and impact of the programmes on smallholder farmers and Youth. The survey is voluntary and you can choose not to take part. The information that you give will remain confidential. The information will be used to prepare a report to Caritas Uganda and its partners, but no specific names will be included and there will be no way to identify that you gave this information. Could you please spare about 45 minutes for the discussion?

1. Have you been involved in the implementation of these programmes and to what extent have you been involved?
2. To what extent are the gender concerns addressed in the implementation of these programmes(prob: the extent of female participation in these programme)
3. What would you consider to be the benefits of these programmes that have impacted the community?
4. What would you consider to be good or bad practices of these programmes to the household farmers and youth?
5. What is your general perception about the OWC, CAIIP and YLP development interventions? (prob. For timing of inputs, quality of inputs, method of selection of beneficiaries, coordination, mobilization?)
6. What would you consider to be the weaknesses of these programmes?
7. Mention the challenges (if any) which you have observed with OWC,CAIIP & YLP.
8. Suggest what should be done / improved if CAIIP is to fully benefit the farmers in your Sub County?

Thank you for your honest responses.